
**SCHEME OF EXAMINATIONS
&
CHOICE BASED CREDIT SYSTEM SYLLABUS**

For

Master of Business Administration

(Effective from Academic Session 2017-2018)



SCHEME-B

**Department of Management Studies
Deenbandhu Chhotu Ram University of Science &
Technology, Murthal (Sonapat), Haryana-131039**



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Department of Management Studies
Deenbandhu Chhotu Ram
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SCHEME AND INSTRUCTIONS FOR MBA EXAMINATION

1. This is an intensive programme of study for two academic sessions.
2. The programme is divided into four semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 4 Credits or until and unless indicated in the scheme of examinations. Theory classes will be held 4 hours per subject per week. In case of practical papers, theory classes will be held 1 hour per week and one hour per week practical will be held.
4. Every theory course shall carry a total of 100 marks. There shall be 75 marks for semester end examination and 25 marks for internal examination until and unless indicated otherwise.
5. In MBA 3rd and 4th Semester, dual specialization would be available to students in MBA and they can choose any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, Information Technology Management and Public Policy Management.
6. The minimum number of students to opt a particular elective paper / specialization is 10.

CRITERIA FOR INTERNAL ASSESSMENT

The internal assessment of the students (out of 25 marks) shall be as per the criteria given below:

S.no.	Components of Minors	Weightage
A)	THEORY COURSES:	
1.	Minor Test – I	30 %
2.	Minor Test – II	30%
3.	Individual Presentation/Viva-Voce/Group Discussion/Quiz/Case Study Discussion/ Class	40 %
B)	LAB COURSES:	
1.	Objective test/MCQ	20 %
2.	Lab. Work / Project	60 %
3.	Viva Voce/Test	20 %

Note:

- a) Case study discussion and participation is compulsory in the subjects wherever possible. Concerned Teacher will discuss at least 03 (Three) cases maximum Eight (08) cases in each course.
- b) To the extent possible, minor test should include the case analysis.

EXTERNAL EVALUATION

There shall be a semester-end external examination of 75 marks for all theory courses until and unless indicated otherwise. The external examiner will set eight questions selecting two questions from each unit. The candidate has to attempt five questions in all selecting at-least one question from each unit.

PRACTICAL EXAMINATIONS

Practical Examinations shall be conducted jointly by the external and Internal Examiners. Internal examiner will be appointed by Chairman of the concern department of the institute and external examiner will be appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

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SUMMER INTERNSHIP REPORT EVALUATION

All the students will submit their Summer Internship Report in a format as prescribed in the “Detailed Guidelines for Summer Internship” within a period of one month in the concerned department of their institute; this period shall be counted from the last date of completion of their Summer Internship. Students will have to give a presentation on the work done during the internship and his/her performance out of 25 marks will be evaluated on the basis of this presentation by a committee constituted by the Chairman of the Department. The evaluation of the remaining 75 marks shall be made by external examiner appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

PROJECT REPORT

Every student will be required to submit a research proposal by the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. The completed Project Report in the format as prescribed in the “Detailed Guidelines for Project Report” will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations, DCRUST, Murthal.

PROJECT REPORT EVALUATION

The Project shall be evaluated by External (75 marks) and Internal (25 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of Viva Voce and the project report by an external expert appointed by the University on the recommendations of Chairman, PGBOS.

CONDITIONS IN SPECIALIZATION

- The minimum number of students to opt a particular elective paper / specialization is 10.
- During 3rd semester and 4th semester, dual specialization will be available to students and they can opt for any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, Information Technology Management and Public Policy Management. However, combination of specializations once opted in the 3rd semester will not be changed in 4th semester under any condition.
- Students should opt elective papers in such a way that no paper is repeated. Choosing same paper from different specializations is strictly prohibited.

COMPREHENSIVE VIVA- VOCE

The Comprehensive viva-voce shall be taken by an external expert appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

ABBREVIATION USED

DSC	Discipline Specific Core Course
DSE	Discipline Specific Elective Course
AECC	Academic Enhancement Compulsory Course
SEEC	Skill Enhancement Elective Course



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THE MBA PROGRAMME

The Master of Business Administration (MBA) is a two-year full time programme divided into four semesters. The course structure of the programme is given here under:

FIRST YEAR

First Semester

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSC	MBA-101-B	Management Concepts and Applications	4	-	-	4	75	25	-	100
DSC	MBA-103-B	Managerial Economics	4	-	-	4	75	25	-	100
DSC	MBA-105-B	Accounting For Managers	4	-	-	4	75	25	-	100
DSC	MBA-107-B	Business Statistics	4	-	-	4	75	25	-	100
DSC	MBA-109-B	Business Environment	4	-	-	4	75	25	-	100
SEEC	MBA-111-B	Business Communication*	4	-	-	4	50	25	25	100
AECC	MBA-113-B	Information Technology For Managers*	3	-	2	4	50	25	25	100

* In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Post Graduate Studies and Research.

Second Semester

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSC	MBA-102-B	Organization Behaviour	4	-	-	4	75	25	-	100
DSC	MBA-104-B	Management Information System & E-Commerce	4	-	-	4	75	25	-	100
DSC	MBA-106-B	Business Research Methods	4	-	-	4	75	25	-	100
DSE		Elective Paper -1								
DSE		Elective Paper -2								
DSE		Elective Paper -3								
DSE		Elective Paper -4								

Second Semester Electives

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	MBA-108-B	Financial Management	4	-	-	4	75	25	-	100
DSE	MBA-110-B	Marketing Management	4	-	-	4	75	25	-	100
DSE	MBA-112-B	Human Resource Management	4	-	-	4	75	25	-	100
DSE	MBA-114-B	International Business	4	-	-	4	75	25	-	100
DSE	MBA-116-B	Enterprise Resource Planning	4	-	-	4	75	25	-	100
DSE	MBA-118-B	Production and Operation Management								
DSE	MBA-120-B	Fundamentals of Public Policy & Design								

Students should opt elective papers of that area of specialization which they want to study during 3rd and 4th semester. Specialization during 3rd semester will be offered only on the basis of the elective papers opted by the students during 2nd semester.

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SUMMER INTERNSHIP

Immediately after the completion of the second semester examination, the students shall proceed for their Summer Internship of 6-8 week duration. The Summer Internship Report (SIR) prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper.

SECOND YEAR

Third Semester

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSC	MBA-201-B	Operations Research	4	-	-	4	75	25	-	100
DSC	MBA-203-B	Strategic Management	4	-	-	4	75	25	-	100
SEEC	MBA-205-B	Summer Internship Report [#]	4	-	-	4	75	25	-	100
DSE		Specialization I-Elective I								
DSE		Specialization I-Elective II								
DSE		Specialization II-Elective I								
DSE		Specialization II-Elective II								

Note: During 3rd and 4th semesters, dual specialization will be available to students and they can opt for any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, Information Technology Management and Public Policy Management. However, combination of specializations once opted in the 3rd semester will not be changed in 4th semesters under any condition.

Summer Internship Report will be evaluated on the basis on presentation & viva-voce taken by a committee constituted by the Chairman of the Department while for external evaluation, it be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Board of Post Graduate Studies and Research.

Fourth Semester

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSC	MBA-202-B	Entrepreneurship	4	-	-	4	75	25	-	100
DSE	MBA-204-B	Corporate Governance, Ethics and Values	4	-	-	4	75	25	-	100
	MBA-206-B	Business Law								
SEEC	MBA-208-B	Research Project*	4	-	-	4	75	25	-	100
AECC	MBA-210-B	Comprehensive Viva Voce [#]	-	-	-	4	100	-	-	100
DSE		Specialization I-Elective I								
DSE		Specialization I-Elective II								
DSE		Specialization II-Elective I								
DSE		Specialization II-Elective II								

Note: In fourth semester, students will opt two papers from Specialization I and Specialization II (the choice of specializations will remain same as opted in the third semester)

* Research Report will be evaluated by an external examiner appointed by the University on the recommendation of the Board of Post Graduate Studies and Research.

Comprehensive Viva-voce shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the University on the recommendation of the Board of Post Graduate Studies and Research.



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SPECIALIZATION
Discipline Specific Elective for 3rd Semester

FINANCIAL MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	FM-01-B	Financial Derivatives	4	-	-	4	75	25	-	100
DSE	FM-02-B	Financial Institutions and Markets	4	-	-	4	75	25	-	100
DSE	FM-03-B	Management of Financial Services	4	-	-	4	75	25	-	100
DSE	FM-04-B	Corporate Taxation	4	-	-	4	75	25	-	100
DSE	FM-05-B	Indian Capital Market	4	-	-	4	75	25	-	100

MARKETING MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	MM-01-B	Service Marketing	4	-	-	4	75	25	-	100
DSE	MM-02-B	Consumer Behavior	4	-	-	4	75	25	-	100
DSE	MM-03-B	Retail Management	4	-	-	4	75	25	-	100
DSE	MM-04-B	Customer Relationship Management	4	-	-	4	75	25	-	100
DSE	MM-05-B	Event Marketing Management	4	-	-	4	75	25	-	100

HUMAN RESOURCE MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	HRM-01-B	Organizational Change and Development	4	-	-	4	75	25	-	100
DSE	HRM-02-B	Compensation Management	4	-	-	4	75	25	-	100
DSE	HRM-03-B	Human Resource Development	4	-	-	4	75	25	-	100
DSE	HRM-04-B	Human Resource Planning	4	-	-	4	75	25	-	100
DSE	HRM-05-B	Strategic Human Resource Management	4	-	-	4	75	25	-	100

INTERNATIONAL BUSINESS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	IB-01-B	Foreign Exchange Management	4	-	-	4	75	25	-	100
DSE	IB-02-B	Export Import Management and Documentation	4	-	-	4	75	25	-	100
DSE	IB-03-B	Regional Economic Blocks	4	-	-	4	75	25	-	100
DSE	IB-04-B	International Business Environment	4	-	-	4	75	25	-	100
DSE	IB-05-B	International Business Law	4	-	-	4	75	25	-	100

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INFORMATION TECHNOLOGY MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	IT-01-B	Database Management System*	3	-	2	4	50	25	25	100
DSE	IT-02-B	Object Oriented Analysis & Design*	3	-	2	4	50	25	25	100
DSE	IT-03-B	Technology Management	4	-	-	4	75	25	-	100
DSE	IT-04-B	Software Engineering*	3	-	2	4	50	25	25	100
DSE	IT-05-B	Data Analysis using Excel and SPSS*	3	-	2	4	50	25	25	100

* In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Post Graduate Studies and Research.

OPERATIONS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	OM-01-B	Project Management	4	-	-	4	75	25	-	100
DSE	OM-02-B	Quality Management	4	-	-	4	75	25	-	100
DSE	OM-03-B	Supply Chain Management	4	-	-	4	75	25	-	100
DSE	OM-04-B	Productivity Management	4	-	-	4	75	25	-	100
DSE	OM-05-B	Technology Management	4	-	-	4	75	25	-	100

Public Policy Management

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	PPM-01-B	Legal Institutional Dynamics	4	-	-	4	75	25	-	100
DSE	PPM-02-B	Development Economics	4	-	-	4	75	25	-	100
DSE	PPM-03-B	Analytical tools for Public Administration	4	-	-	4	75	25	-	100
DSE	PPM-04-B	Public Finance	4	-	-	4	75	25	-	100



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Discipline Specific Elective for 4th Semester

FINANCIAL MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	FM-06-B	Investment Management	4	-	-	4	75	25	-	100
DSE	FM-07-B	Commodity Derivatives	4	-	-	4	75	25	-	100
DSE	FM-08-B	Management Control System	4	-	-	4	75	25	-	100
DSE	FM-09-B	International Financial Management	4	-	-	4	75	25	-	100
DSE	FM-10-B	Corporate Restructuring	4	-	-	4	75	25	-	100

MARKETING MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	MM-06-B	Integrated Marketing Communication	4	-	-	4	75	25	-	100
DSE	MM-07-B	International Marketing	4	-	-	4	75	25	-	100
DSE	MM-08-B	Product & Brand Management	4	-	-	4	75	25	-	100
DSE	MM-09-B	Sales & Distribution Management	4	-	-	4	75	25	-	100
DSE	MM-10-B	Rural Marketing Management	4	-	-	4	75	25	-	100

HUMAN RESOURCE MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	HRM-06-B	Industrial Relations & Labour Laws	4	-	-	4	75	25	-	100
DSE	HRM-07-B	Training and Development	4	-	-	4	75	25	-	100
DSE	HRM-08-B	Personal Growth & Interpersonal Effectiveness	4	-	-	4	75	25	-	100
DSE	HRM-09-B	Global Human Resources Management	4	-	-	4	75	25	-	100
DSE	HRM-10-B	Performance Management	4	-	-	4	75	25	-	100

INTERNATIONAL BUSINESS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	IB-06-B	International Marketing	4	-	-	4	75	25	-	100
DSE	IB-07-B	Cross Cultural Management	4	-	-	4	75	25	-	100
DSE	IB-08-B	WTO and India	4	-	-	4	75	25	-	100
DSE	IB-09-B	Management of Multinational Corporations	4	-	-	4	75	25	-	100
DSE	IB-10-B	International Trade Theory and Practice	4	-	-	4	75	25	-	100

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INFORMATION TECHNOLOGY MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	IT-06-B	Knowledge Management	4	-	-	4	75	25	-	100
DSE	IT-07-B	Information Security & Cyber Law	4	-	-	4	75	25	-	100
DSE	IT-08-B	Data Mining and Warehousing	4	-	-	4	75	25	-	100
DSE	IT-09-B	Software Project Management	4	-	-	4	75	25	-	100

OPERATIONS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	OM-06-B	Manufacturing Strategy	4	-	-	4	75	25	-	100
DSE	OM-07-B	Advance Production & Operation Management	4	-	-	4	75	25	-	100
DSE	OM-08-B	World Class Manufacturing	4	-	-	4	75	25	-	100
DSE	OM-09-B	Integrated Materials Management	4	-	-	4	75	25	-	100
DSE	OM-10-B	Systems Reliability, Safety and Maintenance Management	4	-	-	4	75	25	-	100

Public Policy Management

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	PPM-06-B	Evaluation of Public Policy	4	-	-	4	75	25	-	100
DSE	PPM-07-B	Social Marketing	4	-	-	4	75	25	-	100
DSE	PPM-08-B	Sustainable Development	4	-	-	4	75	25	-	100
DSE	PPM-09-B	Rural Immersions	4	-	-	4	75	25	-	100
DSE	PPM-10-B	Indian Social and Political System	4	-	-	4	75	25	-	100



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MANAGEMENT CONCEPTS AND APPLICATIONS

MBA-101-B

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

Course objective:

The objectives of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

Course Contents:

Unit-I: Introduction: Definition, nature, functions, levels of management, Types of managers, managerial roles, managerial skills and competencies, Evolution and various schools to management thought, continuing management themes – quality and performance excellence, global awareness, learning organization, characteristics of 21st century executives, Social responsibility of managers

Unit-II: Planning: Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting objectives – MBO method: concept and process of managing by objectives; Strategy: definition, levels of strategies; Policies: meaning, formulation of policies; Programs; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

Unit-III: Organizing: Organizing as managerial function – organization structures – functional, divisional, matrix, team structure, network structure, boundary less structure. Organizing – chain of command, span of control, delegation and decentralization, organizational design.

Unit-IV: Leading and Controlling: Leading as a function of management, Leadership styles, leadership theories : personality theory, Behavioral theory and situational theory. Motivation- concept, Theories of motivation. Controlling: control function in management, the basic control process, and types of control – feed forward, concurrent and feedback controls, Control techniques.

Recommended Books:

1. Heinz Wehrich & Harold Koontz, Management A global prospective, McGraw Hill Education.
2. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education.
3. Pravin Durai, Principles of Management, Pearson Education.

Reference Books:

1. Deepak Kr. Bhattacharya, Principles of Management: Text and Cases: Pearson Education.
2. Hellregel, Management, Cengage Learning.
3. Stoner, Freeman, Gilbert, Management, Pearson Education.
4. Robbins & Coulter, Management, Pearson Education.
5. Satya Raju, Management- Text & cases, PHI Learning Pvt. Ltd.
6. Richard L. Daft, Management, Thomson south-Western.
7. Anil Bhatt & Arya Kumar, Management: Principles, Processes and Practices. Oxford University Press.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MANAGERIAL ECONOMICS

MBA -103-B

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course objective:

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

Course Contents:

Unit-I: Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Distinction between Micro and Macroeconomics, Basic economic concepts in decision-making, Marginal analysis, Objective of a firm.

Unit-II: Theory of demand- demand functions, determinants, elasticity, income and substitution effect, demand distinctions, concept of consumer's equilibrium; demand forecasting- techniques, demand forecasting for new products; supply- basic concepts and equilibrium.

Unit-III: Production and cost analysis- production function, laws of production, cost curves, cost relationships, producer's equilibrium; breakeven analysis (introductory concepts). Market structure, pricing theory and practice- perfect competition, monopoly, monopolistic competition, oligopoly; general and export pricing strategies and practices-marginal pricing, cost plus pricing, skimmed pricing, penetration pricing, transfer pricing, dual pricing.

Unit-IV : National income-alternative concepts and measurement of National Income; Inflation-type, measurement and control; Fiscal Policy- Taxes & Expenditure, Fiscal imbalance, implications and reforms; Monetary Theory and Policy- Money Demand and Supply.

Recommended Books

1. Diwedi, D. N, Managerial Economics, Vikas Publication.
2. Vanita Agrawal, Managerial Economics, Pearson Education.

Reference Books

1. Craig H Petersen, W. Chris Lewis & Sudhir K Jain, Managerial Economics, Pearson Education.
2. Mankiw, N.G, Principles of Microeconomics, Cengage Publications.
3. Pindyck R. S, Managerial Economics, Pearson Education.
4. Varshney, R.L. and Maheshwari K.L, Managerial Economics, Sultan Chand and Sons.
5. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications 6/e, Adapted Version, Oxford University Press.
6. Mehta, P.L. Managerial Economics. Sultan Chand and Sons.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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ACCOUNTING FOR MANAGERS MBA-105-B

L	T	P	Credit
4	0	0	4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

The main objective of this course is to promote an in-depth understanding the fundamentals of accounting concepts and practice as well as to enhance users' ability to apply such concepts to make better-informed managerial decisions.

Course Contents:

Unit I: Accounting- Meaning, types, objectives and users of accounting system, Accounting principles- concepts and conventions, accounting cycle- journalization, posting to ledger accounts, preparation of trial balance and final accounts. An overview of IFRS and accounting standards (AS) in India

Unit-II: Depreciation accounting for fixed assets- objectives, factors affecting depreciation and methods, financial statement analysis-ratio analysis, fund flow analysis and cash flow statement analysis.

Unit-III: Reporting of financial performance- Disclosure in corporate financial reports and their importance, Budgetary control- Budget, budgeting and budgetary Control, classification of budget and preparation, importance and limitations of budgetary control.

Unit-IV: Marginal Costing and analysis- contribution, breakeven point, profit-volume ratio, margin of safety and their applications in managerial decision making, Balanced scorecard- a tool of interactive control.

Recommended Books:

1. Dhamija, S. Financial Accounting for Managers, Pearson Education.
2. P.C Tulsian, Financial Accounting, Pearson Education.
3. Horngren/Sundem- Introduction to Management Accounting, Pearson Education.
4. Khatri, K. Dhanesh, Financial Accounting, McGraw Hill Education.
5. Ramachandran, N. & Kakani, R.K. Financial Accounting for Management, McGraw Hill Education.
6. Bhattacharya, S.K, Accounting for Management : Text and Cases, Vikas Publishing House.
7. Khan, M. Y and Jain, P.K Management Accounting, McGraw Hill Education.
8. Garrison, Noreen and Brewer, Managerial Accounting, McGraw Hill Education.

Reference Books:

1. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting , Pearson Education.
2. Narayanaswamy, R., Financial Accounting - A Managerial Perspective, PHI Learning.
3. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education.
4. Anthony, Robert N. et al. Accounting: Text and cases, McGraw Hill Education.
5. Shah: Management Accounting, Oxford University Press.
6. Hansen, D.R. & Mowen, M.M., Management Accounting, Thomson South Western.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

BUSINESS STATISTICS
MBA-107-B

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

The objective of this course is to enable candidates to develop a knowledge and understanding of some basic statistical techniques and ability to apply this knowledge and understanding in solving business problems.

Course Contents:

Unit-I: Definition and role of statistics: Application of inferential statistics in managerial decision-making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, standard deviation and mean deviation, Skewness.

Unit-II: Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation-Methods of Estimating Trend by moving average and least square method; Index Numbers: Definition; uses; types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyre's, Paasche's, Fisher's and CPI.

Unit-III: Meaning of correlation, types of correlation :- positive correlation, negative correlation, perfect correlation, linear and non-linear correlation ; scatter diagram, Karl Pearson's coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient, meaning of multiple and partial correlations . Meaning of regression, types of regression: - simple and multiple regression, linear and non-linear regression, statement of regression lines, definition of regression coefficients, properties of regression coefficients.

Unit-IV: Sampling and sampling methods: basic sampling concepts, sampling and non-sampling errors; sampling distributions of mean and proportion; law of large numbers; Inferential statistics: Hypothesis testing- formulation of hypothesis and types of errors; large and small sample tests - Z, t, F tests and ANOVA (One way); non parametric tests: Chi-square test, Sign test, Wilcoxon signed rank test, Kruskal Wallis test. Techniques of association of Attributes & Testing

Recommended Books:

1. Gupta, S.P. & Gupta, M.P., Business Statistics, Sultan Chand & Sons.
2. Sharma, J.K., Business Statistics, Vikas Publication House Pvt. Ltd.
3. Bajpai, Naval, Business Statistics, Pearson Education.
4. Levin, R.I. & Rubin D.S., Statistics for Management, Pearson Education.
5. Davis & Pecar: Business Statistics using Excel, Oxford University Press.

Reference Books:

1. P.K Viswanathan, Business Statistics: An Applied Orientation, Pearson Education.
2. Gupta C B, Gupta V. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
3. Anderson, D. R., Sweeney, D.J. and Williams, T. A. Statistics for Business and Economics, Cengage Learning.
4. Beri, Statistics for Management, McGraw Hill Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

BUSINESS ENVIRONMENT

MBA-109-B

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

Course Objective:

The objective of this course is to sensitize towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organizations.

Course Contents:

Unit-I: The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy

Unit-II: Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, CCI, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business.

Unit-III: Current industrialization trends and industrial policy; environment for the MSME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership (PPP); intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Unit-IV: Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Recommended Books:

1. Aswathappa, K., Essentials of Business Environment, Himalaya Publishing House.
2. Saleem Shaikh, Business Environment, Pearson Education.
3. Bedi, Suresh, Business Environment, Excel Book.
4. Cherunilam, Francis, Business Environment-Text & Cases, Himalaya Publishing House.
5. Paul, Justin, Business Environment Text and Cases, McGraw Hill Education.

Reference Books:

1. A.C Fernando, Business Environment, Pearson Education
2. Mishra S K & Puri V K, Economic Environment of Business, Himalaya Publishing House.
3. Adhikari M, Economic Environment of Business, Excel Books.
4. Dutt, Ruddra and Sundaram, K.P.M., Indian Economy, S. Chand & Co. Ltd.
5. Gopal, Namita, Business Environment, McGraw Hill Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

BUSINESS COMMUNICATION MBA-111-B

L	T	P	Credit
4	0	0	4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

To provide an overview of verbal, non- verbal and written communication to the students for making them effective managers.

Course Contents:

Unit-I: Business Communication: Definition, nature, process and classification of communication; importance of communication in management; barriers to communication, overcoming barriers to communication, effective communication; contemporary issues in communication.

Unit-II: Communication Skills: Listening skills – listening process, types of listening, barriers to listening, improving listening abilities; presentation skills; communication skills for interviews and Group Discussions; negotiation - factors affecting negotiation, approaches to negotiation, stages of negotiation process, negotiation techniques and skills.

Unit-III: Non-verbal Communication: Body language, kinesic communication, proxemic communication, haptic communication, paralinguistic communication, chromatic communication, chronomatic communication; Business etiquettes - introduction etiquettes, exchanging business cards, shaking hands, e-mail etiquettes, telephone etiquettes, telemarketing etiquettes, elevator etiquettes, dressing and grooming etiquettes, dining etiquettes.

Unit-IV: Written Communication: Report writing- process of writing report, structures of business reports; business letter components and layout, types of letters; memos, notices and circulars; agenda and minutes of meeting; preparing Curriculum Vitae.

Recommended Books:

1. Koneru, Arun, Professional Communication, McGraw Hill, New Delhi.
2. Chaturvedi and Chaturvedi, The Art and Science of Business Communication, Pearson Education, New Delhi.
3. Mehra, Payal, Business Communication for Managers, Pearson Education, New Delhi.
4. Verma, Shalini, Business Communication: Essential Strategies for Twenty-first Century Managers, Vikas Publishing House, Noida.
5. Sethi, A. and Adhikari, B., Business Communication, McGraw Hill, New Delhi.

Reference Books:

1. Lesikar, Flatley, Rentz, Lentz, Pande, Business Communication: Connecting in a digital world, McGraw Hill, New Delhi.
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi.
3. Sinha, K.K., Business Communication, Taxmann Publication, New Delhi.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

INFORMATION TECHNOLOGY FOR MANAGERS

MBA-113-B

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course objective:

To familiarize participants with the basic organization of computer hardware, software and computer applications, computer network and internet in business.

Course Contents:

Unit-I: Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Representation of data in computer memory (Binary, Octal and Hexadecimal system); Operating Systems: Basic features, types and components; Computer Languages: Basic features and Classification, Applications of Computers in Business.

Unit-II: Introduction to Data Communication and Computer Networks, Fundamentals of Data Communication: Data Signals-Analog and Digital, Bandwidth, Computer Networks: Basic concept, Advantages, classification, topologies, Components of computer networks: Hardware components, Software components.

Unit-III: Internet: History and Development, how it works, control mechanism. WWW: Hypertext and Hyperlinks, Websites and web pages, URL, IP addressing and Domain Naming System. Internet and WWW tools and Applications: Browser, FTP, Telnet, Email, Internet applications in business

Unit-IV: Network Security: Security Threats and their sources, Countermeasures to ensure security, Identifying and Managing IT risks, Major issues and considerations in networked economy: Social issues, Economic issues, Ethical Issues, Privacy issues and Health issues.

Practical:

1. Practical knowledge of MS-Office
2. Practical knowledge of Computer Networking
3. Practical knowledge of Computer Internet

Recommended Books:

1. Dhunna, Mukesh and Verma, Deepak , Computer Networks and Internet, Vayu Education of India
2. Patrice – Anne Rutledge, Office 2013, All-in-one: Absolute Beginner's Guide, Pearson Education.
3. Nasib Singh Gill, Handbook of Computer Fundamental, Khanna Publishers.
4. Anita Goel, Computer Fundamental, Pearson Education.
5. Peter Norton, Introduction to Computers, McGraw Hill Education.
6. Basandara, Computer Today, Galgotia Publication.

Reference Books:

1. Rajaraman, Introduction of Information Technology, PHI Learning.
2. Tanenbaum, A. S., Computer Networks, Pearson Education.
3. Douglas E. Comer & M.S Narayanan, Computer Network & Internet, Pearson Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

ORGANIZATION BEHAVIOUR

MBA-102-B

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

Course Objective

To familiarize the students with basic organizational processes to bring about organizational behavior.

Course Contents

Unit-I: Definition, concept of Organizational Behavior, nature and scope, elements & foundations of OB, contributing disciplines to OB , challenges faced by management, evolution of OB, models of organizational behavior.

Unit-II: Individual behavior: introduction, Attitudes: concept, types and measurement of attitude. Values: concept, types and formation of values. Perception - concept, process, factors affecting perception, applications. Personality - concept, determinants, theories and applications; Learning – concept, theories, principles of learning.

Unit-III: Motivation – concept, nature and theories; Group behavior – concept, types of groups, group development: stages, Teams – meaning, types, team roles; difference between groups and teams. Conflict- concept, sources, types, conflict management; Organizational power and politics: sources of power, acquisition of power, reasons for organizational politics and managing organizational politics.

Unit-IV: Organizational Culture: concept, types, functions; organizational change: concept, resistance to change, managing resistance to change, organizational structure: concept, elements Lewin’s three-step model of change; organizational effectiveness: introduction, approaches and factors influencing.

Recommended Books:

1. Dr. S.S. Khanka, Organizational Behavior, S.Chand & Company Pvt. Ltd.
2. Robbins, S. P., T.A. Judge, Vohra, N. Organizational Behavior, Pearson Education.
3. K. Aswathappa, Organization Behavior, Himalaya Publishing House.
4. PS. James, Organizational Behavior, Pearson Education.
5. Dr. Jitender Kumar and Neha, Organisational Behaviour and Human Resource Management, Khanna Publishers, New Delhi

Reference Books:

- 1 Robbins, S.P, Judge, T.A, Sanghi, S., Essential of Organizational Behavior, Pearson Education.
- 2 Parikh and Gupta, Organizational Behavior, McGraw Hill Education.
- 3 Newstrom John W. Organizational Behavior: Human Behavior at Work, McGraw Hill Education.
- 4 Luthans, F. Organizational Behavior, McGraw Hill Education.
- 5 Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. Management of Organizational Behavior: Leading Human Resources, Pearson Education.
- 6 Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. Organizational Behavior, McGraw Hill Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MANAGEMENT INFORMATION SYSTEM & E-COMMERCE
MBA-104-B

L	T	P	Credit
4	0	0	4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

To familiarize participants with the fundamental of management information systems & E-commerce and their application in effective business management.

Course Contents:

Unit-I: Basic concept of information systems, Role of information systems in business, Managerial challenges, Types of information and their characteristics. Types of information systems, Information system for strategic advantage, strategic role for information system, breaking business barriers.

Unit-II: Developing Information systems: system development approaches and methodologies, information system analysis, design, implementation and maintenance. System Testing and documentation, conversion methods, Information System Applications: Financial and Accounting information systems, Marketing information systems, HR information systems.

Unit-III: Introduction to E-Commerce: Basic concepts and framework, unique features of e-commerce, E-Commerce business models: Key elements of e-commerce business models, B2C business models, B2B business models, other emerging business models; major considerations in the development of e-commerce website; Factors in optimizing websites for performance.

Unit-IV: Online Payments systems; Online Marketing Technologies; Ethical, social and political issues in e-commerce; E-Commerce Applications: Online Retailing; Online Content and Publishing; e-procurement and Supply Chain Management; Online auctions, e-commerce portals and Social networks and communities.

Recommended Books:

1. Laudon, Kenneth C. and Traver, Carol G., E-commerce: Business, Technology, Society, Pearson Education.
2. O'Brien James, Marakas, George and Behl, Ramesh, Management Information Systems McGraw Hill Education.
3. Ravi Kalakota, Frontier of Electronic Commerce, Pearson Education.

Reference Books:

1. Laudon, Kenneth C., Laudon, Jane P. and Dass, Rajanish, Management Information Systems: Managing the Digital Firm, Pearson Education.
2. Deitel H., Dietel P. and Steinbuhler K., e-Business and e-Commerce for Managers, Pearson Education.
3. Chaffey, Dave, E-Business and E-Commerce Management, Pearson Education.
4. Rayport, J. F. and Jaworski, B. J., Introduction to e-commerce, McGraw Hill Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

BUSINESS RESEARCH METHODS
MBA-106-B

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making.

Course Contents:

Unit-I: Introduction: Meaning of research, objectives and types of research, Research approaches, Significance of Research, Research problems encountered by the researcher; Precautions to the researcher in India, Process of research: Steps involved in research process.

Unit-II: Defining the Research Problem – Meaning of research problem, selecting the research problem, Necessity of defining the problem and techniques of defining a problem. Concept of Research Design- Need for research design, Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, extraneous variable.

Unit-III: Sample Survey and Data collection: Sample design, Sampling and non-sampling errors, sample survey versus census survey. Types of sampling designs: Non-probability sampling, probability sampling and complex random sampling designs. Data Collection: Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data

Unit-IV: Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis. Concept of Hypothesis: Null and alternative hypothesis, steps for testing hypothesis. Brief introduction of various statistical tools for data analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance and factor analysis. Report Preparation: Types and layout of research report; Precautions in preparing the research report.

Recommended Books:

1. Naval Bajpai, Business Research Method, Pearson Education.
2. Cooper & Schindler, Business Research Methods, McGraw Hill Education.
3. Chawla D. & Sodhi N., Research Methodology: Concepts & Cases, Vikas Publishing House, New Delhi.
4. Kothari C.R., Research Methods in Business & Social Sciences, Macmillan.

Reference Books:

1. Ranjit Kumar, Research Methodology: A Step by Step for Beginners, Pearson Education.
2. Mark N.K Saunders, Research Methods for Business Students, Pearson Education.
3. Bryman, Alan & Emma Bell, Business Research Methods, Oxford University Press.
4. Walliman, Nicholas, Social research methods, Sage Publications.
5. Dwivedi R.S., Research Methods in Behavioural Sciences, Macmillan.
6. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

FINANCIAL MANAGEMENT

MBA-108-B

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

The purpose of this course is to acquaint the students with the broad framework of financial decision-making functions in a business organisation which will enable its wealth maximization.

Course Contents:

Unit-I: Financial management–Meaning, scope and objectives of financial management, organisation of finance function emerging role of finance managers in globalized business environment in India, time value of money, capital market-long term sources of finance and primary & secondary market, money market.

Unit-II: Investment Decision-importance, types, and evaluation techniques of investment decision and their applications, risk and uncertainty analysis in capital budgeting- types of risk and their relevance, risk evaluation techniques.

Unit-III: Financing Decision-cost of capital and its relevance in financial decision making, approaches of capital structure decision- NI, NOI, Traditional and MM approach, EBIT-EPS analysis.

Unit-IV: Dividend decision– types of dividend policy, factors affecting the dividend decision, dividend decision models- Walter’s Model, Gordon’s Model and Modigliani Miller Model and their relevance, Working Capital management decision-fundamentals of working capital, factors affecting working capital requirement, Management of cash, inventory and bills receivables in business organisation.

Recommended Books:

1. Pandey, I.M, Financial Management, Vikas Publication House Pvt. Ltd.
2. Sharan, V. Fundamentals of Financial Management, Pearson Education.
3. Van Horne and Wachowicz, Fundamentals of Financial Management, Pearson Education.
4. Khan, M. Y and Jain, P.K., Financial Management: Text Problems and Cases, McGraw Hill Education.
5. Damodaran, A., Corporate Finance- Theory & Practice, Wiley Publication
6. Srivastava: Financial Management, Oxford University Press.
7. Higgins, Analysis for financial Management, McGraw Hill Education.
8. Ahuja, N.L, Dawar, V. & Arrawatia, R., Corporate Finance, PHI Learning Pvt. Ltd.

Reference Books:

1. Van Horne & Dhamija, S., Financial Management and Policy, Pearson Education.
2. Brealey and Myers, Principles of Corporate Finance, McGraw Hill Education
3. Stephen A. Ross, Wester Field, Jordan, Fundamentals of Corporate Finance McGraw Hill Education.
4. Chandra, Prasanna, Financial Management, McGraw Hill Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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MARKETING MANAGEMENT MBA-110-B

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents:

Unit-I: Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing-Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager. Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

Unit-II: Market Segmentation, Segmenting the Market, Benefits/Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer and Industrial Market Segmentation. Market Targeting – Introduction, Procedure, Product Positioning- Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour-Introduction, Importance & Process.

Unit-III: Marketing Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product Mix, Branding and Packaging Decisions, Product Life Cycle-Stages and Strategies for Different Stages of PLC.

Unit-IV: Pricing Decisions, Pricing Objectives, Policies and Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer and Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion: Promotion mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, Electronic Marketing, Direct Marketing and International Marketing.

Recommended Books:

1. Kotler, P., Keller, K., Marketing Management, Pearson Education.
2. Mullins, J., Walker, O., and Harper, B.J, Marketing Management: A Strategic Decision-Making, McGraw-Hill Education.
3. Baines, Paul, Chris Fill and Kelly Page, Marketing, Oxford University Press.
4. Armstrong, G, Marketing: An Introduction, Pearson Education.
5. Ramaswamy & Namakumari. Marketing Management, Macmillan Publication.
6. Evans and Berman, Marketing Management, Cengage Learning.

Reference Books:

1. Kotler, P. & Armstrong, Gary, Principles of Marketing, Pearson Education.
2. Etzel, M.J., Walker, B.J., Stanton, W.J., and Pandit, A., Marketing: Concepts & Cases, McGraw Hill Education.
3. Lamb, Hair, Mc Daniel, Marketing Management, Cengage Learning.
4. Grewal, Dhruv and Michael Levy, Marketing, 5th Edn., McGrawHill, New Delhi

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

HUMAN RESOURCE MANAGEMENT MBA-112-B

L	T	P	Credit
4	0	0	4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

Course Contents:

Unit-I: Human Resource Management - meaning, definition, objectives and scope of HRM, evolution of HRM, Difference between Personnel Management and HRM, HRM functions, role of personnel manager and HR manager, qualities of HR Manager, line Versus staff authority of HRM, changing environment of HRM.

Unit-II: Job Design: definition, methods, factors effecting job design, Job analysis: definition, process, methods of job analysis, job evaluation: concept, objectives and methods. HR planning: concept, objectives, need and importance, process of HRP. Recruitment: definition, objectives and sources of recruitment. Selection: introduction, selection process, difference between recruitment and selection. Placement, induction and socialization.

Unit-III: Training and Development: meaning and importance need for training, process and methods of training. Internal mobility and separation. Career Planning: Introduction, Stages, Career Planning process, Career Development, Career Management- model.

Unit-IV: Performance Appraisal: meaning, purpose process and methods. Potential appraisal. Industrial Relations: concept, scope, objectives and approaches of IR. Compensation: introduction, types and theories. Incentives and benefits. Human resource Accounting (HRA), Human resource information system (HRIS).

Recommended Books:

1. Pravin Durai, Human Resource Management, Pearson Education.
2. S.S. Khanka, Human Resource Management, S. Chand & Company Pvt. Ltd.
3. K. Aswathappa, Human Resource Management, McGraw Hill Education.
4. Dr. Jitender Kumar and Neha, Organisational Behaviour and Human Resource Management, Khanna Publishers, New Delhi

Reference Books:

- 1 Gary Dessler, A Framework for Human Resource Management, Pearson Education.
- 2 Ivancevich, Human Resource Management, McGraw Hill Education.
- 3 Gary Dessler & Biju Varkkey, Human Resource Management, Pearson Education.
- 4 Biswajeet Pattanayak, Human Resource Management, PHI Learning Pvt. Ltd.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

INTERNATIONAL BUSINESS

MBA- 114-B

L	T	P	Credit
4	0	0	4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations.

Course Contents:

Unit-I: Introduction to International Business; meaning of International Management; domestic business versus international business; Reasons for Going International, International Entry Modes- their Advantages and Disadvantages, process of internationalization, Strategic decision in International Business; Tariff and non-tariff Barriers.

Unit-II: International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment & Foreign Institutional Investment; International organisation and control; Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control.

Unit-III: International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon's Theory of International Product Life Cycle. Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment; Convertibility of Capital Account.

Unit-IV: International Monetary Fund, Asian Development Bank and World Bank, Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Introduction to current EXIM policy. Bilateral and Multilateral Trade Laws –General Agreement on Trade and Tariffs (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS.

Recommended Book:

1. Aswathappa, K. International Business, McGraw Hill Education.
2. Sumati Varma, International Business, Pearson Education.
3. V. Sharan, International Business, Concept, Environment, and Strategy, Pearson Education.

Reference Books:

1. Charles W.L. Hill, "International Business", McGraw Hill Education.
2. Paul J, "International Business", PHI Learning Pvt Ltd.
3. Deresky H, International Business: Managing Across Borders and Cultures, Pearson Education.
4. Rakesh Mohan Joshi, International Business, Oxford University Press.
5. Daniels, J., Radebaugh, L., and Sullivan, D., International Business, Pearson Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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ENTERPRISE RESOURCE PLANNING

MBA- 116-B

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

Course Objective:

The objective of the course is to provide overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise

Course Contents:

Unit I: Introduction to ERP and its evolution and the integrated systems approach; benefits and challenges in implementation of ERP systems; Business Process Re-engineering and process remodelling

Unit II: ERP systems development process, Planning and requirement analysis; designing, re-engineering vs. customization, ERP design options, steps in ERP implementation

Unit III: Critical factors in ERP implementation success; Risks involved in ERP implementation- Technological risks, Organizational risks, project size and HR aspects in implementation of ERP projects, Project related factors; Additional factors: User Training, reporting needs and technological challenges

Unit IV: ERP Systems: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resources; Supply Chain Management; Future directions and developments in ERP

Recommended Books:

1. Sumner, Marry, Enterprise Resource Planning, Pearson Education, New Delhi

Reference Books:

1. Ray, Rajesh, Enterprise Resource Planning: Text & Cases, Tata McGraw Hill, New Delhi.
2. Leon, Alexis, ERP Demystified. Tata McGraw Hill, New Delhi.
3. Garg, V. K and Venkitakrishnan, N. K., Enterprise Resource Planning: Concepts and Practices 2ed, PHI, New Delhi.



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PRODUCTION AND OPERATION MANAGEMENT

MBA-118-B

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

The objective is to get the students acquainted with the design aspects of production and operation management and to develop relevant skill.

Course Contents:

Unit I: Nature and scope of production and operations management, its relationship with other systems in the organization; Production & productivity, measurement of productivity; Production process system; Facility location- factors affecting location; Plant layouts-factors affecting plant layouts.

Unit II: Production system- functions, types of production systems: in mass production and Batch production, Job order manufacturing; Production forecasting; Product design and development-process, product development factors; capacity design.

Unit III: Materials management -concepts, objectives, functions; Purchasing management - objectives, functions, methods; Procedure management - types of stores, functions, coding methods, value analysis concepts; Inventory management – objectives, factors, process, inventory management techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance management - concepts, objectives, functions, types.

Unit IV: Quality management- introduction, meaning, quality characteristics of goods and services; Tools and techniques for quality improvement- check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart, Quality assurance-total quality management (TQM) model; Service quality, concept of Six Sigma and its application; Advanced manufacturing technologies: JIT, TOC, Lean/ green Manufacturing, WCM , safety concepts.

Recommended Books:

1. B. Mahadevan, Operation Management: Theory and Practice, Pearson Education.
2. Kumar, Production & Operations Management, New age international publishers.
3. Bedi, Production & Operations Management, Oxford University Press.
4. Chary, Production & Operations Management, McGraw Hill Education.
5. Buffa & Sarin, Modern Production/Operations Management, John Wiley Publication

Reference Books:

1. Adam & Ebert, Production & Operation Management, Prentice Hall India, New Delhi.
2. Jay Heizer and Barry Render, Operation Management, Pearson Education.
3. Kachru, Upendra, Production and Operations Management Text and Cases, Excel Books.
4. Krajewski & Ritzman, Operations Management, Pearson Education.
5. Richard B Chase, F Robert Jacobs, Nicholas J Aquileno, Nitin K Agarwal, Operations Management for Competitive Advantage, McGraw Hill Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

FUNDAMENTALS OF PUBLIC POLICY & DESIGN
MBA-120-B

L	T	P	Credit
4	0	0	4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Course Objective:

The study of Public Policy aspires to provide an in-depth understanding of the ills prevailing in the society and aids to identify the solutions for them. Public Policy is an important mechanism for moving a social system from the past to the future and helps to cope with the future.

Course Contents:

Unit I: Introduction Concepts of Public and Policy - Nature, Scope and Significance of Public Policy – Definition and Types of Public Policy: Regulatory, Welfare, Distributive and Re-distributive – Evolution of Public Policy Studies – Public Policy Cycle, Models of Public Policy: Systems Model, Harold Lasswell, Herbert Simon, and Charles Lindblom.

Unit II: Indian constitutional framework for policy making – Institutional Factors: Legislature, Executive, Judiciary, Planning Commission and National Development Council – Other Forces in policy making: Public Opinion, Political parties, Pressure groups, Media and Professional Bodies - External Influencing Agencies: UNDP, WHO, ILO, UNEP, ADB, World Bank, and IMF - Policy Making process

Unit III: Policy Implementation: Public Policy Delivery Agencies and Implementers, Aspects of Policy Design for Implementation, Modes of Policy Delivery and Implementation, Problems in Public Policy Implementation: Conceptual, Political and Administrative Problems, Conditions for Successful Implementation

Unit IV: Policy Monitoring and Evaluation: Approaches and Techniques, Constraints in Policy Monitoring, Measures for Effective Policy Monitoring - Policy Evaluation: Role, Process and Criteria, Types of Evaluation, Evaluating Agencies – Problems in Policy Evaluation, Public Policies- Population Policy , Education Policy ,Health Policy, Impact of Globalization on Policy Making.

Recommended Books:

1. Prabir Kumar De, Public Policy and Systems, Pearson Education India, New Delhi, 2012.
2. RK Sapru, Public Policy – Formulation, Implementation and Evaluation, Sterling Publishers Pvt. Limited., New Delhi, 2010.
3. RV Vaidyanatha Ayyar, Public Policy Making in India, Pearson Education India, New Delhi, 2009.

Reference Books:

1. William N Dunn, Public Policy Analysis – An Introduction, Prentice Hall, New Jersey, 1994.
2. Thomas Dye, Understanding Public Policy, Prentice Hall, New Jersey, 1995.
3. James Anderson, Public Policy Making: An Introduction, Houghton Mifflin, 2003.
4. Michael Hill and Peter Hupe, Implementing Public Policy, Sage, 2002.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.