



MAHARSHI DAYANAND SARASWATI UNIVERSITY
AJMER

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AJMER

Signature

पाठ्य
SYLLABUS

**SCHEME OF EXAMINATION AND
COURSES OF STUDY**

FACULTY OF MANAGEMENT

**Master of Business Administration in
Entrepreneurship (Executive Program)
MBA-Entrepreneurship (EP)**

Semester I Exam., Semester II Exam. (2015-16)
Semester III Exam., Semester IV Exam. (2016-17)
Semester V Exam., Semester VI Exam. (2017-18)

सत्र 2015-16 से प्रभावी (w.e.f.)

संस्करण

2015



मूल्य : 10/-

महर्षि दयानन्द सरस्वती विश्वविद्यालय, अजमेर

MAHARSHI DAYANAND SARASWATI UNIVERSITY,
AJMER

पाठ्यक्रम

SYLLABUS

SCHEME OF EXAMINATION AND
COURSES OF STUDY

FACULTY OF SCIENCE

Master of Business Administration in
Entrepreneurship (Executive Program)

MBA-Entrepreneurship (EP)

Semester I Exam (December, 2015)

Semester II Exam (May, 2016)

Semester III Exam (December, 2016)

Semester IV Exam (May, 2017)

Semester V Exam (December, 2017)

Semester VI Exam (May, 2018)



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NOTICE

1. Change in Statutes/Ordinances/Rules/Regulations Syllabus and Books may, from time to time, be made by amendment or remaking, and a candidate shall, except in so far as the University determines otherwise comply with any change that applies to years he has not completed at the time of change. **The decision taken by the Academic Council shall be final.**

सूचना

1. समय-समय पर संशोधन या पुनः निर्माण कर परिनियमों/अध्यादेशों/नियमों / विनियमों / पाठ्यक्रमों व पुस्तकों में परिवर्तन किया जा सकता है, तथा किसी भी परिवर्तन को छात्र को मानना होगा बशर्ते कि विश्वविद्यालय ने अन्यथा प्रकार से उनको छूट न दी हो और छात्र ने उस परिवर्तन के पूर्व वर्ष पाठ्यक्रम को पूरा न किया हो। विद्या परिषद द्वारा लिये गये निर्णय अन्तिम होंगे।

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Maharshi Dayanand Saraswati University
Ajmer 305009 Rajasthan

Master of Business Administration in Entrepreneurship
(Executive Programme)

Ordinance for MBA (DS) Programme

Master of Business Administration in Entrepreneurship (Executive Program) is a professional program to be offered at Center for Entrepreneurship and Small Business Management at Maharshi Dayanand Saraswati University Campus Ajmer. It is a 3-year part time MBA programme comprising of three independent add-on diplomas targeted at entrepreneurs, small business owners and executives and post-graduate students.

Modular Programme: The program is to be organized as three module programme where as student can complete each one year module separately and each module leading to award of a diploma, if she/he do not intend to pursue further:

- Module 1: Diploma in Business Management (DBM)
- Module 2: Advanced Diploma in Business Management (ADBIM)
- Module 3: Master of Business Administration (MBA)

Add-on Programme: As suggested by UGC these diplomas would be offered as add on programmes. That is the learners can pursue jobs, business or other education as per their choice and can still complete the first two diplomas. For admission to third year she/he must not take admission in any other regular programme of study.

- Eligibility:**
 - Any graduate with 50% marks or equivalent thereto (45% for SC/ST/OBC).
 - Admission Process:** Admission to the programme shall be through an admission process of 100 points. A weight of 75 points shall be for the marks obtained in the qualifying exam. Another 25 points are for Personal Interview. Merit for admission to the programme shall be determined by the Center.
- Programme**

Master of Business Administration in Entrepreneurship (Executive Program) is a professional program to be offered at Center for Entrepreneurship and Small Business Management and is a 3-year part time MBA programme. Each year consists of two semesters. There shall be six semesters of taught programmes. Total credits for the programmes are equivalent to 24 papers. Each paper will be of 30-40 hours instruction and equal hours of self study. There shall be an examination at the end of each semester as determined by the university.

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3. Scheme of examination, evaluation and progression:

- i. Every prescribed paper shall carry a total of 100 marks. There shall be 50 marks for term end examination and 50 marks for internal examinations until and unless indicated otherwise.
- ii. A student has to appear in both external and internal examination and shall have to secure 40% marks in external and internal examination separately to pass.
- iii. Internal examination shall consist of continuous evaluation. Each paper shall be evaluated on the basis of internal assessment by the concerned teacher administering 3 feedback tests normally after 10-11 hours of teaching. Feedback test may be a written exam, quiz, presentation and class participation, exercise, essay, personal interview, simulation etc. Each feedback test shall be of 25 marks. Two best scores shall be added to obtain the total of internal scores.
- iv. There shall be a semester-end external examination of 50 marks. A student shall generally be required to answer any five questions out of the seven questions asked. An examiner may choose to give a case study worth 20 marks analysed. In that case the student shall answer any three questions out of five questions asked in addition to the case study.

4. Examination:

- a. **Examination Result:** To pass a semester a student has to score 40% marks in each course and also 50% marks in aggregate.
- b. **Division:** Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the Six (06) semester examinations as follows:

- a. First Division 60% and above
- b. Second Division 50% and above & below 60%

- c. **Due Papers:** A student will be Allowed To Keep Term (ATKT) in two (02) papers in one (01) semester and maximum four (04) papers during one year (two semesters). Student should obtain 50% marks in aggregate of the remaining papers (other than ATKT). A student has to clear all the papers of Semester I and II to be eligible for appearing in V semester / III year. Wherever a student appears at an ATKT examination s/he will do so according to the syllabus at that time and fulfill the requirements of the course in force at that time.

5. Attendance:

As per prevalent university rules.

6. There shall be upto 10 super ordinate seats for business families' candidates. There shall be a 5% point relaxation in minimum admission eligibility for business families' candidates (45% for General candidates and 40% for SC/ST/OBC candidates).

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7. Seats

Admission may be offered to 40 seats of which 20 seats may be reserved for candidates with work experience and remaining 20 seats for other postgraduates. Seats remaining vacant in any of these categories may be filled by the candidates from other category. 1 super-numeral seat may be allowed for *Maharshi Dayanand Saraswati University employees* so that we can gradually have a bunch of trained executives in times to come.

8. There will be reservation for SC/ST/OBC candidates as per rules of Maharshi Dayanand Saraswati University, Ajmer.

9. There will be one super numeral seat for ward of Maharshi Dayanand Saraswati University employees/ teachers.

10. Course Structure

Year 1					
	Semester 1	Introduction	Internal	External	Total
101	Management Concepts		50	50	100
102	Financial Statement Analysis		50	50	100
103	Managerial Economics and Quantitative techniques		50	50	100
104	Statistics for management		50	50	100
	Total				400
Year 2					
	Semester 2	Functional Areas	Points		
201	Marketing Management		50	50	100
202	Financial Management		50	50	100
203	Human Resource Management		50	50	100
204	Production and Operations Management		50	50	100
	Total				400
Year 3					
	Semester 3	Points			
301	Organisation Behaviour	50	50	100	
302	Business Environment	50	50	100	
303	Project Management	50	50	100	
304	Entrepreneurship and Small Business Management	50	50	100	
	Total			400	
Year 4					
	Semester 4	Integration	Points		
401	Business Research and Communication		50	50	100
402	International Business Management		50	50	100
403	Family Business Management		50	50	100
404 A	Business Plan Development				
	Or				
404 B	New Venture creation		50	50	100
	Total				400

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Year 3				
Semester 5				
		Points		
501	Elective 1			
502	Elective 2	50	50	100
503	Elective 3	50	50	100
504	Elective 4	50	50	100
	Total	50	50	100
Semester 6				
		Points		
601	Business Policy and Strategy	50	50	100
602	Management Information System	50	50	100
603	Total Quality Management	50	50	100
604	Dissertation	100	50	100
	Grand Total			400
				2400

Master of Business Administration in Entrepreneurship - Executive Programme (MBA - EP) Examination (Semester Examination Scheme)

Regulation 22A

Master of Business Administration in Entrepreneurship (Executive Program) is a professional program to be offered at Center for Entrepreneurship and Small Business Management and is a 3-year part time MBA programme. Each year consists of two semesters. There shall be six semesters of taught programmes.

- i. There shall be 24 Papers (04 papers in Semester I and 04 papers in Semester II of Part I, 04 papers in Semester III and 04 papers in Semester IV of Part II, 04 papers in Semester V and 04 papers in Semester VI of Part III). Every prescribed course shall carry a total of 100 marks. There shall be 50 marks for term end examination and 50 marks for internal examinations until and unless indicated otherwise.
- ii. A student has to appear in both external and internal examination and shall have to secure 40% marks in external and internal examination separately to pass.
- iii. Internal examination shall consist of continuous evaluation. Each paper shall be evaluated on the basis of internal assessment by the concerned teacher administering 3 feedback tests normally after 10-11 hours of teaching. Feedback test may be a written exam, quiz, presentation and class participation, exercise, essay, personal interview,

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simulation etc. Each feedback test shall be of 25 marks. Two best scores shall be added to obtain the total of internal scores.

- iv. Term end examination shall comprise of seven questions covering entire syllabus of the course, student will have a choice of answering any five questions. Paper setter may choose to give a case study equivalent to two questions. In that case the student in addition to solving case study will have to answer any three from a total of five questions asked.
- v. The medium of instruction will exclusively be in English and student has to answer all the question papers in the prescribed course in English only in both internal and external examinations.
- vi. In fourth semester, student is expected to opt from Business Plan Development (404A) or New Venture Creation (404B). Whosoever opts for New Venture Creation will have to appear for the internal and external exam. Those who opt for Business Plan Development will have to submit a Business Plan based on survey and research. The student has to make a presentation, which will be evaluated by experts including invitee from financial institution and an internal examiner. There are 100 marks for the Business Plan (50 marks for report and 50 marks for the evaluation of the presentation).
- vii. The number of courses and the maximum marks for each course (internal and external separately) shall be shown in the syllabus for the subject concerned. In order to pass a semester a student shall have to score 40 % marks in each course and also 50% marks in aggregate in remaining papers except ATKT (Allowed To Keep Terms) papers.
- viii. A student will be Allowed To Keep Term (ATKT) in two (02) papers in one (01) semester and maximum four (04) papers during one year (two semesters). Student should obtain 50% marks in aggregate of the remaining papers (other than ATKT). A student has to clear all the papers of Semester I and II to be eligible for appearing in V semester / III year. Wherever a student appears at an ATKT examination s/he will do so according to the syllabus at that time and fulfill the requirements of the course in force at that time.
- ix. A student shall be required to successfully complete the programme within a continuous span of six year from the date of admission. During this period if there is any ATKT in any course/s, the same has to pass with a maximum of next three chances within a span of six year from the date of admission.
- x. A student shall be eligible for the award of Master of Business Ad-

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ministration in Entrepreneurship (Executive Programme) degree only if he/ she fulfills the following conditions:

(a) Passes all the six semesters/ three year as laid down in the syllabus as well as all the viva-voce examination and also secures minimum prescribed pass marks in the Dissertation.

(b) Fulfills all other requirements prescribed by the competent authority from time to time for satisfactory completion of each course of study in each of the three year.

(c) Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the six semesters/ three year examinations as follows:

Passed with I Division Aggregate marks taken together of the Part I, Part II and Part III of MBA (EP) examinations should be 60% and above.

Passed with II Division Aggregate marks taken together of the Part I, Part II and Part III of MBA (EP) examinations should be more than 50% and less than 60%.

Program Structure

Semester I

101 Management Concepts

This course will introduce the learner to the fundamentals of business management.

Unit 1 Nature, meaning and significance of management; Managerial processes, functions, skills, and roles in organisation.

Unit 2 Overview of functions of Planning, Organising, Staffing, Directing and Controlling.

Unit 3 Concept of Managerial Ethics, Social responsibility, and Value based Management.

Suggested Readings

Koontz "O" Donnell. Management, Latest Edition

L M Prasad, Principles and Practices of Management, Sultan Chand & Sons, New Delhi

J S Chandan, Management Theory and Practice, Vikas Publishing House Pvt Ltd, New Delhi

102 Financial Statement Analysis

Unit 1 Introduction to accounting, concepts & conventions of accounting, Recording of Business Transactions; Brief outline of Journalizing, Posting & Trial Balance.

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Unit 2 Trading, Profit & Loss Accounting, Balance Sheet, Adjustment Entries, Ratio Analysis.

Unit 3 Standard Costing & Variance Analysis.

Suggested Readings

Maheshwari, S.N., Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.

Bhattacharya, S.K. and Dearden, J. (1996). Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi.

103 Managerial Economics and Quantitative Techniques

The objective of this course is to acquaint the participants with concepts and techniques used in Economics and enable them to apply this knowledge in business decision-making.

Unit 1 Microeconomics- Concepts of demand and supply, elasticity of demand, demand forecasting; cost concepts and analysis

Unit 2 Production analysis; Nature of competition in markets and price and output determination: Perfect Competition, Imperfect Competition, Oligopoly, & Monopoly.

Unit 3 Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality, Assignment and Transportation problems

Suggested Readings

Ahuja H. L. Micro Economics, Himalaya Publishing House, New Delhi

Mehta P. L., Managerial Economics: Analysis, Problems and Cases, Sultan Chand & Sons, New Delhi.

Siddiqui S A and Siddiqui A S, Managerial Economics and Financial Management, New Age International Publishers, New Delhi

Statistics for Management

This course shall acquaint the students with the concepts and techniques used in Statistics and enable them to apply this knowledge in business decision-making.

Unit 1 Statistics; Characteristics, functions, limitations and scope; statistics in business management; Data collection and presentation, frequency distribution and analysis, measure of central tendency and dispersion, correlation and regression.

Unit 2 Basic concepts of probability and probability distribution- binomial, poisson and normal; Probability and non probability sampling, sampling distribution of means and proportions, estimation.

Unit 3 Hypothesis testing of means and proportions for large and small samples.

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Suggested Readings Pillai R S N and Bagavathi, Statistics, S Chand and Co., New Delhi

Sharma J K, Business Statistics, Pearson Education

Gupta S P, Statistics, S Chand & Company, New Delhi

Heoda R P, Statistics for Business and Economic, Macmillan, New Delhi

Levin and Rubin, Statistics for Management; Prentice-Hall of India, New Delhi

Semester II

201 Marketing Management

This course shall introduce the learner to the basic marketing concepts, functions; market environment and decision variables.

Unit 1 Role and importance of marketing in business; meaning, definition, and basic concepts of marketing; meaning and concept of consumer behaviour; buying decision process.

Unit 2 Market segmentation, targeting and positioning; market research; competitive advantage and strategic positioning;

Unit 3 Product, Place, Price and Promotion.

Suggested Readings

Kotler, P. (2002). *Marketing Management*. Prentice Hall of India, New Delhi.

Ramaswamy, V.S. and Namakumari, S. (2002). *Marketing Management, Planning and Control*. Macmillan India Ltd., New Delhi.

202 Financial Management

Unit 1 Meaning, scope, aims and objectives of financial management; finance function; Fund Flow Statement & Cash Flow Statement Analysis, cost of capital.

Unit 2 Capital budgeting- concepts, Capital Structure: Planning & Theories, Dividend policy.

Unit 3 Management of working Capital, Budgeting & Budgetary Control.

Suggested Readings

Chandra, P. (2000). *Financial Management: Theory & Practice*. Tata McGraw Hill, New Delhi.

Bhattacharya (2003). *Financial Accounting for Business Managers*. Prentice Hall of India, New Delhi.

Pandey, L.M. (2003). *Finance: A Management Guide for Managing Company Funds and Profits*. Prentice Hall of India, New Delhi.

203 Human Resource Management

The objective of this course is to sensitize students to the various

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facets of managing people and to create an understanding of various policies and practices of human resource management

Unit 1 Concept, meaning and importance of human resources management; Corporate objectives and human resource planning.

Unit 2 Process of human resource planning- job analysis, job description, and specifications; recruitment and selection; induction; training and development; career planning; employee records and audits.

Unit 3 Principles of wage determination, salary structure; job evaluation; and performance appraisal; wage policies, monetary and non-monetary incentives.

Suggested Readings

Aswathappa, K. (1997). *Human resources and Personnel Management*. Tata McGraw Hill, New Delhi.

Dressler (2000). *Human Resource Management*. Prentice Hall of India, New Delhi.

204 Production and Operations Management

To familiarise learner with the concept of operations management. Learner must be able to assimilate the techniques of managing operations that include production planning and control.

Unit 1 Role of operations management in business; Operations strategy; types of production systems; plant location and layout; new product development; managing processes;

Unit 2 Production planning and control- forecasting, routing, scheduling, expediting; aggregate planning; master scheduling, MRP; PPC in job shop, batch production, mass production and projects; Inventory control- quantity control and selective control;

Unit 3 Quality control; housekeeping and maintenance; work study- method study and work measurement; Contemporary issue- JIT, lean manufacturing, Concurrent, engineering, optimised production technology, etc.

Suggested Readings

Bedi Kanishka, production and Operations Management, Oxford University Press, New Delhi

Adam, E. Everett, Ebert J. Ronald, Production and Operations Management *concept, models, and behaviour*, Fifth Ed. Prentice Hall of India, New Delhi.

Russell S. Roberts, Taylor W. Bernard, Operations Management, Fourth Edition, Pearson Education.