

MAHARSHI DAYANAND SARASWATI UNIVERSITY,  
AJMER

पाठ्यक्रम

# SYLLABUS

SCHEME OF EXAMINATION AND  
COURSES OF STUDY

**FACULTY OF MANAGEMENT**

Programme of Study

Master of Business Administration  
(Dual Specialisation)

(Functional Specialisation and Entrepreneurship  
& Family Business Management)

**MBA (Dual Specialization)**

SEMESTER I Examination (November, w.e.f. 2015)

SEMESTER II Examination (April, w.e.f. 2016)

SEMESTER III Examination (November, w.e.f. 2016)

SEMESTER IV Examination (April, w.e.f. 2017)



**ALKA PUBLICATIONS**

Purani Mandi, Ajmer

**Master of Business Administration (Dual Specialization)  
Ordinance for MBA (DS) Programme**

Master of Business Administration (Dual Specialization) in Entrepreneurship and Family Business Management and Functional Area is a unique innovative professional program conceived, designed by and to be offered at Center for Entrepreneurship and Small Business Management at Maharshi Dayanand Saraswati University Campus Ajmer.

The programme of study aims at preparing graduates for taking up self employment preferably and / or carrying forward their family businesses and to take up the managerial responsibilities in the corporate sector. The objectives of this programme of study are threefold-

- i. Enable young entrepreneurs/ managers develop a business sense
- ii. Learn principles and practice of management.
- iii. Equip and enable learners to start a new business venture/ manage family businesses / to work for corporate houses.

Accordingly, the programme has a large component of working in real world situations under the careful guidance of mentors.

1. Eligibility
  - a. Candidates seeking admission to the MBA (Dual Specialization) programme shall be required to possess a bachelors degree in any discipline with 48% marks in aggregate of this University or equivalent thereto (43% for SC/ST/OBC). Admission to the programme shall be through an admission process of 200 points.
  - b. Admission Process: A weight of 100 points shall be for the performance in a centralised All Indian Admission Test (as per directions of UGC) to be specified by Center from time to time. 50 points are for Personal Interview and/or Group Discussion. Another 50 points will be for marks in graduation. Merit for admission to the programme shall be determined by the Center. If the number of applicants is less admission may be offered on the merit based on marks obtained in qualifying exams.
2. Programme
 

Master of Business Administration (Dual Specialization) is a professional program to be offered at Center for Entrepreneurship and Small Business Management and is a 2-year MBA programme. Each year consists of two semesters. There shall be four semesters of taught programmes. Total credits for the programmes are equivalent to 31 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.
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.

**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।



4/ M.D.S.U. Syallabus / MBA (Dual Specialisation)

- 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.
- v. Courses E5, 308, 402 and 407 shall be evaluated as per scheme given in syllabus.
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 Four (04) semester examinations as follows:
- a. First Division 60% and above
- b. Second Division 50% and above & below 60%
- c. Due Papers: To pass each semester a student will be Allowed To Keep Term (ATKT) in three (03) papers in one (01) semester and maximum six (06) papers during one year (two semesters). Candidate should obtain 50% marks in aggregate of the remaining papers (other than ATKT). A student can hold at most 40% ATKTs at any point of time. A student has to clear all the papers of Semester I to be eligible for appearing in IV semester / II year. Wherever a student appears at an ATKT examination she/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 will be reservation for SC/ST/ OBC candidates as per rules of Maharshi Dayanand Saraswati University, Ajmer.
7. 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).
8. There will be one super numeral seat for ward of Maharshi Dayanand Saraswati University employees/ teachers. The admission would be based on merit in specified admission test and interview and GD.
9. Course Structure

M.D.S.U. Syallabus / MBA (Dual Specialisation) / 5  
Structure of MBA (DS) programme

Semester 1

		Internal	External	Total
101	Management Concepts	50	50	100
102	Managerial Economics	50	50	100
103	Individual and Organisational Behaviour	50	50	100
104	Financial Statement Analysis	50	50	100
105	Statistics for Management	50	50	100
106	Marketing Management I	50	50	100
107	Quantitative Techniques for Management	50	50	100
108	Computers for Management	50	50	100
	<b>Total</b>			<b>800</b>

Semester 2

201	Business Communication	50	50	100
202	Marketing Management II	50	50	100
203	Financial Management	50	50	100
204	Human Resources Management	50	50	100
205	Production and Operations Management	50	50	100
206	Research Methods	50	50	100
207	Business Environment	50	50	100
208	Information System for Management	50	50	100
	<b>Total</b>			<b>800</b>

Semester 3

301	Entrepreneurship and Entrepreneurial Development	50	50	100
302	Small Business Management	50	50	100
303	Small Business Environment	50	50	100
304	Electives of Entrepreneurship and Family Business Management (Any four)	50	50	100
305		50	50	100
306		50	50	100
307		50	50	100
308	Summer Training Project	50	50	100
	<b>Total</b>			<b>800</b>

Semester 4

401	Business Policy and Strategic Management	50	50	100
402	Project Study	100	200	
403	Electives of Functional Management (Any four from any one functional area)	50	50	100
404		50	50	100
405		50	50	100
406		50	50	100



407	Viva	100	100
	Total		800
	GRAND TOTAL		3200

**Master of Business Administration - Dual Specialization (MBA-DS) Examination  
(Semester Examination Scheme)  
Regulation 22C**

- i. There shall be 31 Papers (08 papers in Semester I and 08 papers in Semester II of Part I, 08 papers in Semester III and 07 papers in Semester IV of Part II). Every prescribed course shall carry a total of 100 marks except Project Study (402) Paper of Semester IV of Part II. There shall be 50 marks for term end examination and 50 marks for internal examination 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.
- v. Courses E5, 308, 402 and 407 shall be evaluated as per scheme given in syllabus.
- vi. 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.
- vii. At the end of second semester, student is expected to learn on the job by way of association with a business organization. The student will undergo a part-time on the job training under the close supervision of a supervisor in the business organization. This training should help him develop a perspective of wholesome management of business activities. This would enable him to appreciate the importance of different business activities and see how different business activities are interrelated. He will have to submit a report on the organization he has undergone training and make a presentation before a panel of faculty members. There are 25 marks for report, 25 marks for pre-

- viii. In third semester, student is expected to opt from five papers of Entrepreneurship and Family Business Management. Those who have opted for Business Plan Development (E4) 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).
- ix. 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 in both external and internal examinations and also 50% marks in aggregate in remaining papers except ATKT (Allowed To Keep Terms) papers.
- x. To pass each semester a student will be Allowed To Keep Term (ATKT) in three (03) papers in one (01) semester and maximum six (06) papers during one year (two semesters). Candidate should obtain 50% marks in aggregate of the remaining papers (other than ATKT). A student can hold at most 40% ATKTs at any point of time. A student has to clear all the papers of Semester I to be eligible for appearing in IV semester / II year. Wherever a student appears at an ATKT examination she/he will do so according to the syllabus at that time and fulfill the requirements of the course in force at that time and fulfills the requirements of the course enforced at that time.
- xi. 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.
- xii. A student shall be eligible for the award of MBA (DS) degree only if he/ she fulfills the following conditions:
  - (a) Passes all the four semesters/ Two years as laid down in the syllabus as well as all the viva-voce examination and also secures minimum prescribed pass marks in the Summer Training Project.
  - (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 four semesters/ two year examinations as follows:
 

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



## SEMESTER I

### 101 Management Concepts

- 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

- 1 Koontz "O" Donnell. Management, 8th Ed. International Student and Weihrich Edition, Kogakusha, Tokyo Stoner, Management, Prentice Hall of India, New Delhi, 1992
- 2 L M Prasad, Principles and Practices of Management, Sultan Chand & Sons, New Delhi
- 3 J S Chandan, Management Theory and Practice, Vikas Publishing House Pvt Ltd, New Delhi

### 102 Managerial Economics

- Unit 1 Introduction to managerial economics, Fundamentals of Demand and Supply analysis, Consumer Demand Theory (Cardinal & Ordinal measures), Concept, determinants and importance of elasticity
- Unit 2 Theory of production, laws of production, Stages of production, Concepts of cost and revenue.
- Unit 3 Pricing Decision: Pricing and output decision under perfect and imperfect competition, oligopoly and monopoly

#### Suggested Readings

- 1 Ahuja H. L. Micro Economics, Himalaya Publishing House, New Delhi
- 2 Mehta P. L., Managerial Economics: Analysis, Problems and Cases, Sultan Chand & Sons, New Delhi.
- 3 Siddiqui S A and Siddiqui A S, Managerial Economics and Financial Management, New Age International Publishers, New Delhi

### 103 Individual and Organisational Behaviour

- Unit 1 Introduction to Organisation Behaviour: nature, scope and approaches of OB. Understanding and managing individual behaviour – Personality, Perception, Values, attitudes, Learning, Work motivation, Individual decision making and problem solving.
- Unit 2 Understanding and managing group processes – interpersonal and group dynamics, application of emotional intelligence in organizations, communication, group decision making, Transactional analysis
- Unit 3 Leadership and influence process, understanding and managing organizational system- organizational design and structure, change and development, work stress & stress management, conflict management

#### Suggested Readings

- Luthans, F (2002). Organisational Behaviour. Prentice Hall of India, New Delhi.
- Robbins, S. (2003). Organisational Behaviour. Pearson Education. New Delhi.

Khanka S S, Organizational Behaviour, S Chand and Company, New Delhi

### 104 Financial Statement Analysis

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

### 105 Statistics for Management

- 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, X2 test & ANOVA.

#### Suggested Readings

- Sharma J K, Business Statistics, Pearson Education
- Gupta S.P., Statistics, Sultan Chand & Sons
- Levin and Rubin. Statistics for management, Prentice Hall of India Ltd., New Delhi

### 106 Marketing Management I

- Unit 1 Role and importance of marketing in business; meaning, definition, and basic concepts of marketing, Marketing Plan & introduction to marketing mix
- Unit 2 Meaning and concept of consumer behaviour; buying decision process and issues in consumer behaviour, Market Research
- Unit 3 Market segmentation, targeting, positioning and differentiation.

#### Suggested Readings

- Kotler, P., 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.

### 107 Quantitative Techniques for Management

- Unit 1 Linear programming- Graphical and simplex method, sensitivity analysis; assignment and transportation problems.
- Unit 2 Decision theory; game theory; replacement analysis; elementary queuing theory; simulation.
- Unit 3 Networking techniques- PERT & CPM, crashing: Simulation and Markov



Analysis

**Suggested Readings**

Levin, R.I. and Rubin, D.S: (2000). Statistics for Management, Prentice Hall of India, New Delhi.

Kapoor, V.K. (1999). Operations Research. Sultan Chand and Sons, New Delhi.

Sharma, J.K. (2001). Fundamentals of Operations Research. Macmillan India Ltd., New Delhi.

**108 Computer for Management**

Unit 1 Computer System Concept: Characteristics, Generations, Basic computer organization, Computer Memory, Input and output devices, Secondary storage devices.

Unit 2 Computer software: application and system software, operating systems, computer languages.

Unit 3 MS-Office: Word, Excel, Access and PowerPoint, Basics of internet; e-mail, etc.

**Suggested Readings**

Saxena Sanjay, A First Course in Computers, Vikas Publishing House Pvt Ltd., New Delhi

Sinha PK- Computer Fundamentals, BPB Publications, New Delhi

Saxena Sanjay, MS Office 2000 for Everyone, Vikas Publishing House Pvt Ltd., New Delhi

Leon Alexis and Leon Mathews, Introduction to Computers, UBS Publishers Limited, Chennai

**SEMESTER II**

**201 Business Communication**

Unit 1 Business Communication: Nature, scope, processing role of Business Communication, listening, qualities of a good listener essentials of good communication, Relationship between Communication morale productivity & objectives.

Unit 2 Barriers of Business communication and management of barriers, Types of communication: Formal - informal, inter personal Intra personal, Verbal; non-verbal; individual and group Communication network.

Unit 3 Communication Media: Individual oriented: Letters memo, reports, presentations, legal oriented; proposals, agreements, directives; organization oriented; manuals, forms, brochures, notices, Telecommunication, Negotiations

**Suggested Readings**

Meenakshi Raman and Singh Prakash, Business Communication, Oxford University Press, New Delhi

Sharma R.C. and Mohan K. Business Report, Writing & Correspondence, Tata McGraw Hill, New Delhi.

Pearse, C Glenn etc. (2000). Business Communications; Principles and Applications, Prentice Hall of India, New Delhi.

**202 Marketing Management II**

Unit 1 Product – Characteristics and Classification. Positioning. Differentiation.

Packaging and Labelling, Product Life Cycle, New Product Development.

Price - Setting and adapting the price

Unit 2 Place – Role of Marketing Channels, Channel Design Management and Integration

Introduction to e-commerce.

Promotion- Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity

Unit 3. Marketing Strategy, Introduction to International Marketing

**Suggested Readings**

Kotler, P., 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.

**203 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, I.M. (2003). Finance: A Management Guide for Managing Companies, Funds and Profits. Prentice Hall of India, New Delhi.

**204 Human Resources Management**

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

Unit 2 Recruitment and selection; induction; training and development; career planning;

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

**Suggested Readings**

Aswathappa, K., Human resources and Personnel Management, Tata McGraw Hill, New Delhi.

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

**205 Production and Operations Management**

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 con-



rol and selective control;

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

#### Suggested Readings

Aswathappa K, Bhat Sridhar K, Production & Operations Management, Himalaya Publication Ltd.

Chase, Aquilino, Jacobs Agarwal, Operations Management for Competitive Advantage, Tata McGraw Hill.

Krajewski L., Rizman L. & Malhotra M., Operations Management- Process value chains, Pearson Education.

Bedi Kanisaka, 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. Roberta, Taylor W. Bernard, Operations Management, Fourth Edition, Pearson Education.

### 206 Research Methods

Unit 1 Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Designs;

Unit 2 Primary methods of Data Collection - Observational and Survey Methods; Measurement & Scaling, Attitude Measurement Techniques; Questionnaire Design, Administration of Surveys; Sample Design, Secondary methods of Data Collections.

Unit 3 Analysis of Data: Selecting an Appropriate Statistical Technique; Field work and Tabulation of Data, Techniques for Data Analysis- ANOVA, nonparametric tests: chi square, sign test, Mann Whitney U test, Kruskal Wallis H test; Report writing.

#### Suggested Readings

Donald R. Cooper, Pamela S. Schindler. Business Research Methods, Tata McGraw Hill Publication, New Delhi.

Kothari C.R. (2006). Research Methodology Methods and Techniques, New Age International Publication, New Delhi

### 207 Business Environment

Unit 1 Nature and significance of business environment, Economic role of government, Industrial policy, Industrial sickness, NRI investment policy, Indian banking system.

Unit 2 Monetary and Fiscal policy, Basic concepts of: National Income, Business cycle, Balance of Payments, Economic growth, Foreign Exchange.

Unit 3 Main provisions of: Companies Act, MRTP and Competition Act, FEMA and Consumer Protection Act, Role and functions of SEBI, Contemporary Issues in Indian economy. Introduction and relevance of concept of Child Rights.

#### Suggested Readings

Francis Cherunilam, Business Environment: Text and Cases, Himalaya Publishing House

Mishra S K and Puri V K, Economic Environment of Business, Himalaya Publishing House, New Delhi

### 208 Information System for Management

Unit 1 Introduction to Management information System: definition, components, types; informational needs; systems concept; application of information systems in business organisation;

Unit 2 Introduction to information system technology: hardware and software resources, database management systems, telecommunication and networking systems.

Unit 3 Building information systems: Life cycle and prototype approach; Decision support system and enterprise information system; information system security and control

#### Suggested Readings

Laudon K C and Laudon J P, Management Information systems: Managing the digital Firm, Prentice Hall India Ltd., New Delhi

O Brain, Management information System, PHI, New Delhi

Jaiswal Mittal, Management information System, Oxford, New Delhi

Jawadekar, Management information System, Tata McGraw, New Delhi

### SEMESTER III

### 301 Entrepreneurship and Entrepreneurial Development

Unit 1 Concept of entrepreneurship- nature and historical evolution; entrepreneurship and economic development

Unit 2 Characteristics of an entrepreneur, entrepreneur vs. manager; types of entrepreneur, entrepreneurial development- role of training facilities, incentives, protection

Unit 3 Effects of culture on Entrepreneurship; Theories of entrepreneurship: sociological and psychological theories.

#### Suggested Readings

Gupta C B and Khanka S S, Sultan Chand and Sons, New Delhi

Khanka S S, Entrepreneurial Development, S Chand, New Delhi

Desai, Vasant (1997). Small-Scale Industries and Entrepreneurship, 3/re, Himalayan Publishing House, Mumbai.

### 302 Small Business Management

Unit 1 Role and importance of small business; defining small business; forms of organisation for small business.

Unit 2 Setting up a SSI; formalities of launching a new venture; product selection; problems of SSI

Unit 3 Challenges of marketing for small businesses; sources of funds for small businesses; Human resource management issues in small businesses; managing small business operations.

#### Suggested Readings