

**MAHARSHIDAYANANDSARASWATIUNIVERSITY
AJMER**

SYLLABUS

**SCHEME OF EXAMINATION AND
COURSES OF STUDY**

**FACULTY OF MANAGEMENT STUDIES
Master of Business Administration (Services
Management) (MBA (SM))
CBCS Based Curriculum**

MBA(SM) I2020-21
MBA(SM) II 2021-22



**MaharshiDayanandSaraswatiUniversity
Ajmer**

Master of Business Administration(Services Management) (MBA(SM))

ORDINANCE FOR MBA(SM) PROGRAMME

Programme of Study: 2020-22

1. Objective

MBA (SM) program of MaharshiDayanandSaraswati University, Ajmer shall be a two year program designed to create middle level managers for the corporate world. MBA(SM) graduates shall also be available for placement with small and mid-sized firms as functional experts. The MBA (SM) level education should also prepare learner to take up self-employment in a chosen area of expertise.

2. Programme

MBA (SM) program is designed as a four semester program spread over a two year period.

3. Eligibility

- a. Candidate seeking admission to MBA(SM) program shall have passed graduation in any faculty from the any University Grants Commission (UGC) recognized University in India or abroad recognized equivalent thereto in any discipline such as Law, Medicine, Engineering, Science, Arts, Commerce, BBA with at least 50% marks (45% for SC/ST/OBC) marks in aggregate
- b. Candidates who have appeared or are going to appear in graduation final year examination may apply for admission to MBA (SM) program for the coming academic session. Admission of such candidates shall remain provisional until the specified date of that year, and if s/he fails to submit her/his marks sheet showing that s/he has passed graduation examination with at least 50% marks, in aggregate, her/his admission shall stand cancelled.

4. Admission

Admission procedure to MBA (SM) program shall be determined by relevant authorities/ University.

5. Definitions and Credit Requirements

Program: An educational programme leading to the award of a Degree is a Program of Learning.

Course: A course is a component of a program of learning which was earlier called as 'paper'. It may comprise lectures/ tutorials/ laboratory work/ field work, visit, exercise/ outreach activities/ project work/ vocational training/ viva/ seminars/ internship/ term papers/ assignments/ presentations/ e-content/ dissertation/ self-study etc. or a combination of some of these.

Courses are categorised as

- I. **Core Course (CC)** - Series of essential and fundamental courses without which the Degree cannot be awarded,
- II. **Elective Course (EC)** - Elective courses offered by the Department i.e., within discipline (Elective courses that may be opted in any other Department/ Discipline of the University and Discipline specific as per the decision of the Department).
- III. **Foundation Course (FC)** - 1 or 2 credit Compulsory or Elective courses that are for personality development, soft-skill development, improvement of physical and mental health, social and environmental consciousness, appreciation of art/ literature, or subjects that may interest students of other disciplines etc.
- IV. **Skill Enhancement Courses (SK)** – Skill courses includes trainings and workshops that may be assigned credits, assessed and graded.
- V. **Anandam – An Exercise in Trusteeship (A-ET)** - Two credits of this compulsory course will be super numeral for the minimum credits required for the successful completion of each semester. Thus instead of minimum 28 credits for semester I, minimum 30 credits; 32 credits for semester II, minimum 34 credits; 32 credits for semester III, minimum 34 credits and 28 credits for semester IV, minimum 30 credits will have to be offered to the student in the concerned semester. In this course, the student will be encouraged to do a good deed daily and project work will be assigned in groups to sensitize them towards social issues and instil in the students the joy of giving.

Credit: Credit is a unit by which the course work is measured. It determines the number of hours of instructions required per week.

Credit is assigned to a particular course with due regard to specified Learning Outcomes, Educational Components and Workload requirements including 1 hour/ week of tutorials. It also includes 10 minutes of discussion for each credit.

Each course may be of different size and credit, making it easier for specialists to set the paper and also allow student to pick specific courses and add on to their desired scheme of specialization.

Teaching Pedagogy	Credits	Time (h/week)	Total Hours/ Semester
Lecture	1 L	1	15-17
Tutorial	1 T	1	15-17
Practical/ Field work/ Short project / Laboratory work	1 P	2*	30-34
*1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations 2 hours/ week			

- 5.1. A minimum of 128 credits (including 8 Credits of Anandam Course) are to be completed by the student, 24 credits of which will be elective and 104 credits

(including 8 Credits of Anandam Course) being Core, Foundation, Skill and Anandam Courses.

- 5.2. The maximum number of credits that a student may opt in a Semester shall not exceed 36 hours per week of teaching, and he/she shall be required to register for such number of courses accordingly.
- 5.3. Some courses have pre-requisites, i.e. they may be opted only when the course listed as pre-requisite has been completed. Similarly there may be courses with co-requisites, i.e. they are complete when the co-requisites are also completed and thus cannot be opted in isolation.

1. **Beginning of Semester**

- Elective courses of the Department may be offered or not in a particular semester at Department, depending on the availability of faculty and infrastructure. Thus the list of electives being offered must be displayed on the Notice Board of the Department.
- **The 1st working day of each semester:** Orientation and allotment of students to Department's advisors/ mentors before commencement of Semesters.
- **The 2nd working day of each semester:** Advisor-student meets in the Department and registration of students with the concerned course leaders.
- **The 3rd day of semester:** Beginning of teaching
- Students shall have to register for the courses for the semester within a week after taking admission.
- The maximum number of students to be registered in each course shall depend upon the physical and other facilities available.
- In Department, preference for registration shall be given to those students of the Department for whom the course is a Core course.
- The registration for the elective course shall be on first come first served basis, provided the student fulfils prerequisites for that course, if any.
- Normally, every course shall be offered by one course leader.
- No course shall be offered unless a minimum of 10 students are registered.
- Anandam – An Exercise in Trusteeship Course shall be registered by all students as per the recommendation of the Program of Study.
- Students admitted late will have to contact the Head of the Department, who in turn must introduce and guide him/ her to the process of registration.
- **Auditing a course:** Subject to the permission of the course leader, a student may opt to audit maximum two courses without assigning any credits. The student will be assessed the same way but will be awarded either 'satisfactory' ($\geq 40\%$) or 'unsatisfactory' grade based on performance.

- If all classes cannot be accommodated to the usual period, then teaching hours may be extended. Teachers having classes starting early or in the late hours shall be free to leave/come to the campus compensating this time. Their total stay in the campus however, shall be as per the UGC norms.
- In no case however, a teacher must be given a time slot of both early and late hours on the same day.

6. Scheme of Examination, Evaluation and Progression:

i. Every prescribed **Core and Elective Course** shall carry a total of 100 marks (40 Internal and 60 External) and Foundation and Skill Course shall carry 50 marks (Internal only). There shall be 60 marks for term end examination and 40 marks for internal examinations until and unless indicated otherwise.

ii. There shall be an examination at the end of each semester as determined by the University.

iii. There shall be a semester-end external examination of 60 marks. This examination shall comprise of seven questions covering entire syllabus of the course. Students will have a choice of answering any 5 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 questions from a total of five questions asked.

iv 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.

v At the end of second semester, all the students will have to undergo compulsory Summer Training for a continuous period of 45 working days excluding holidays/ Sundays with an industrial, business or service organization by taking up a project. The student will undergo on the job training under the close supervision of a supervisor in the business/service organization. This training should help her/him develop a perspective of wholesome management of business activities. This would enable her/him to appreciate the importance of different business activities and see how different business activities are interrelated. She/he will have to submit a report on the organization she/he has undergone training and make a presentation before a panel of regular faculty members during Semester III of MBA Part II. Training Report Evaluation shall be done as follows: 60 marks for Training Project Report to be evaluated by External Examiner and head of the Department based upon Viva-Voce, 40 marks for internal evaluation, 20 of which would be based on student presentation before the faculty members of the Department and the other 20 marks on the Summer Training Project Report submitted by the student.

vi. MBA Dissertation would be based upon a topic of relevance under the supervision of one of the designated faculty members in writing on issues related to business management. This is a full term effort and Head of the Department will allocate the students to the regular faculty available in the department. 40 marks are to be evaluated by supervisor and rest 60 marks by the external examiner and H.O.D during term end Viva-Voce.

vii The Viva-Voce examination will be held at end of Second Semester of Part I and also at the end of Fourth Semester of Part II. This shall be evaluated for 100 marks by a panel of one external expert, one internal expert (nominated by HOD) and the Head of the Department.

viii In order to pass a semester, a student shall have to score a minimum of 40% marks in each course both in internal as well as external. **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 and also a minimum of 50% marks in aggregate in remaining papers except Allowed To Keep Terms (ATKT) papers..**

viii Internal examination shall consist of continuous evaluation. Each course shall be evaluated on the basis of internal assessment by the concerned teacher.

ix, To pass each semester a student will be Allowed To Keep Terms (ATKT) to next semester if she/he obtains a minimum of 50% marks in aggregate excluding ATKT papers and fails in not more than three courses. In a semester examination a student can hold at most six ATKT at any point of time. Whenever a student appears at an ATKT examination she/he will do so according to syllabus at that time and fulfils the requirements of the course enforced at that time. A student has to clear all the papers of Semester I to be eligible for appearing in IV semester Examination of Part II.

x. Candidates reappearing at an examination in a subsequent year shall be examined in accordance with the scheme and syllabi in force (at the time of his admission) and shall be entitled to the award of degree of the year in which they clear the last failing/ unclear paper.

xi A student shall be required to successfully complete the program within a continuous span of four years from the date of admission. During this period if there is any ATKT in any course/s, the same has to be passed with a maximum of three chances within a span of four year from the date of admission.

xii Courses 101 FC, 102 SK, 201 FC, 202 SK, 210 CC, 301 FC, 302 SK, 310 CC, 401 FC, 402SK, 407 CC and 408 CC shall be evaluated as per the detailed description in syllabus.

xiii Examination Result and Grading: To pass a semester a student has to score 40% marks in each course and also 50% marks in aggregate. In CBCS grade Point is a numerical weight allotted to each letter grade on a 10-point scale. Credit Point is the product of grade point and number of credits for a course and Letter Grade is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P, F and FA.

Range of Marks in %	Letter Grades	Points for Calculation of GPA/ CGPA
80-100	O	10
70-Less than 80	A+	9
65-less than 70	A	8
60-less than 65	B+	7
55-less than 60	B	6
50-less than 55	C	5
40-less than 50	P	4
<40	F	0

a. The GPA and CGPA will be calculated as weighted average of points secured by the student in all the courses registered by him/her. The weights are the number of credits for each paper. For example, a student getting an A+ grade in 4 credit course, A grade in 2 credit course, O grade in a 3 credit course and F grade in a 3 credit course will have

- a. GPA as $(9 \times 4 + 8 \times 2 + 10 \times 3 + 0 \times 3) / (4 + 2 + 3 + 3) = (36 + 16 + 30 + 0) / 12 = 82 / 12 = 6.83$ out of 10.0; GPA = 6.83 where 12 indicates the sum of credit availed.
- b. The CGPA shall also be calculated on similar lines taking all subjects taken by the students in all semesters.
- c. A CGPA of 6.0 and above shall be placed in First class.
- d. Student who has secured less than 40% marks in any course gets F Grade and he is treated as failed in that paper.
- e. The marks of internal assessment for Ex-Student will be carried over in the concerned semester.

A student shall be eligible for the award of Master of Business Administration (Services Management) (MBA(SM)) degree only if she/he fulfils the following conditions:

- a) Passes all the four semesters as laid down in the syllabus as well as all the Viva-Voce examination and also secures minimum prescribed pass marks in the MBA Dissertation and Seminar on Training Project Report.
- 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 two years.
- c) Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the four semesters examinations as follows:

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

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

- xiv Grade Card: The University Office (CE) shall issue a Grade card for the students containing the marks and grades obtained by the student in the previous semester and Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA).

A-ET Anandam I, II, III, IV -An Exercise in Trusteeship (2T)

(2h instruction and interaction time + 2h out of academic schedule every week)

Two credits of this compulsory course will be super numeral for the minimum credits required for the successful completion of each semester. Thus instead of minimum 28 credits for semester I, minimum 30 credits; 32 credits for semester II, minimum 34 credits; 32 credits for semester III, minimum 34 credits and 28 credits for semester IV, minimum 30 credits will have to be offered to the student in the concerned semester. In this course, the student will be encouraged to do a good deed daily and project work will be assigned in groups to sensitize them towards social issues and instil in the students the joy of giving. The program will be run as below:

1. On the day of finalization of admissions, the Departmental Council/ Committee will assign students to the mentors (Seconded, Contractual and the Guest Faculty).

2. Mentors will orient students for this program, discuss subjects for the possible project works with the students and allow them to pick projects of their choice.
3. S/he will inform the Head of the Department, the names of students of each group and title(s) of the project(s) assigned to them within the first 15 days of admission.
4. In the teaching time table, 2 hours per week (say 1 hour each on Wednesday and Saturday) will be assigned from the routine teaching hours for *Anandam*, wherein the date wise daily deed register will be signed and group project will be presented, reviewed and discussed by the mentor (30 hours per semester).
5. Additionally minimum 2 hours per week will be spent by the students to complete the project work outside the teaching hours (30 hours per semester).
6. Final report of the project work with photographs must be presented in front of all faculty members of the Department and graded by them as per the point 8 below. (Each Guest faculty engaged for the purpose shall be paid remuneration as per norms for a maximum of 2 hours per week) if guest faculty is assigned the course.
7. Reports of the project works will be uploaded on Anandam platform. The Head of the Department will ensure uploading of reports on the Anandam platform and act as Anandam Coordinator.
8. Grading as mentioned below will be done by the mentor concerned on the basis of how much time student had spent on the daily deeds and the project work:

Hours Put In	Grade	Hours Put In	Grade	Hours Put In	Grade	Hours Put In	Grade
> 50h	O	46-50h	A+	41-45h	A	36-40h	B+
31-35h	B	26-30h	C	21-25 h	P	≤20 h	F

9. Consolidated result will be communicated by the Head of the Department to the Controller of Examinations of the University.

7. Program structure

Each semester shall have following courses. Each course would be of 35-45 hours in instruction and equal hours of self- study.

Semester I

Year/ Semester	Type of Course	Course Code	Title of the Course	Ins. Hrs./ Week	Credit	Contact Hours			Univ. Exam Hours	Max. Marks		
						L	T	F/ P		Internal	Univ. Exam	Total
I Year I Semester	FC	101 FC	Computers for Managers	2	2	1	-	1	--	50	--	50
	SK	102 SK	Student Centered Learning Skill	2	2	2	-	-	--	50	--	50
	Core	103 CC	Management Concepts	4	4	2	1	1	3	40	60	100
	Core	104 CC	Accounting For Managers	4	4	2	1	1	3	40	60	100
	Core	105 CC	Managerial Economics	4	4	2	1	1	3	40	60	100
	Core	106 CC	Statistics for Management	4	4	2	1	1	3	40	60	100
	Core	107 CC	Organizational Behaviour	4	4	2	1	1	3	40	60	100
	Core	108 CC	Quantitative Techniques for Management	4	4	2	1	1	3	40	60	100
	A-ET	109 AI	Anandam I - An exercise in trusteeship	2	2	-	1	1	--	--	--	--
				30	30					340	360	700

Abbreviations: L: Lecture T: Tutorials F/P: Field Work/ Practical FC= Foundation Course,

SK= Skill Course, Core = Core Course

1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations. 2 hours/ week

Semester II

Year/ Semester	Type of Course	Course Code	Title of the Course	Ins. Hrs./ Week	Credit	Contact Hours			Univ. Exam Hours	Max. Marks			
						L	T	F/P		Internal	Univ. Exam	Total	
I Year II Semester	FC	201 FC	Strategies for Self Management	2	2	1	-	1	--	50	--	50	
	SK	202 SK	Seminar on Contemporary issues in Management	2	2	2	-	-	--	50	--	50	
	Core	203 CC	Marketing Management	4	4	2	1	1	3	40	60	100	
	Core	204 CC	Financial Management	4	4	2	1	1	3	40	60	100	
	Core	205 CC	Human Resource Management	4	4	2	1	1	3	40	60	100	
	Core	206 CC	Production & Operations Management	4	4	2	1	1	3	40	60	100	
	Core	207 CC	Business Environment	4	4	2	1	1	3	40	60	100	
	Core	208 CC	Research Methods for Business	4	4	2	1	1	3	40	60	100	
		A-ET	209 AI	Anandam II - An exercise in trusteeship	2	2	--	1	1	--	--	--	--
		Core	210 CC	Viva-Voce		4	--	--	--	--	--	100	100

				34	34					340	460	800
--	--	--	--	----	----	--	--	--	--	-----	-----	-----

Abbreviations: L: Lecture T: Tutorials F/ P: Field Work/ Practical FC= Foundation Course,
 SK= Skill Course, Core = Core Course

1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations. 2 hours/ week

Helpstudentpoint.com

Semester III

Year/ Semester	Type of Course	Course Code	Title of the Course	Ins. Hrs./ Week	Credit	Contact Hours			Exam Hours	Max. Marks		
						L	T	F/P		Internal	Univ. Exam	Total
II Year III Semester	FC	301 FC	Personality Development	2	2	2	--	--	--	50	--	50
	SK	302 SK	Interpersonal Skills	2	2	1	--	1	--	50	--	50
	E	303 E	E1	4	4	2	1	1	3	40	60	100
	E	304 E	E2	4	4	2	1	1	3	40	60	100
	E	305 E	E3	4	4	2	1	1	3	40	60	100
	E	306 E	E4	4	4	2	1	1	3	40	60	100
	E	307 E	E5	4	4	2	1	1	3	40	60	100
	E	308 E	E6	4	4	2	1	1	3	40	60	100
	A-ET	309 A III	Anandam III - An exercise in trusteeship	2	2	-	1	1	--	--	--	--
	Core	310 CC	Summer Training Project & Viva-Voce	4	4	2	1	1	3	40	60	100
				34	34					380	420	800

Abbreviations: L: Lecture T: Tutorials F/ P: Field Work/ Practical FC= Foundation Course,

SK= Skill Course, Core = Core Course

E1, E2, E3, E4, E5, E6 4 from one functional area and 2 from other functional area

1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations. 2 hours/ week

Semester IV

Year/ Semester	Type of Course	Course Code	Title of the Course	Ins. Hrs./ Week	Credit	Contact Hours			Exam Hours	Max. Marks		
						L	T	F/P		Internal	Univ. Exam	Total
II Year IV Semester	FC	401 FC	Foundation for Corporate Readiness	2	2	1	1	--	--	50	--	50
	SK	402 SK	Analytical & Problem Solving Skills for Managers	2	2	2	--	--	--	50	--	50
	Core	403 CC	Business Policy and Strategic Management	4	4	2	1	1	3	40	60	100
	Core	404 CC	Project Management	4	4	2	1	1	3	40	60	100
	Core	405 CC	Entrepreneurship & Small Business Management	4	4	2	1	1	3	40	60	100
	Core	406 CC	Management Information System	4	4	2	1	1	3	40	60	100
	Core	407 CC	MBA Dissertation	4	4	2	1	1	3	40	60	100
	Core	408 CC	Viva-Voce		4	--	--	--	--	--	100	100
	A-ET	409 A III	Anandam IV - An exercise in trusteeship	2	2	-	1	1	--	--	--	--
				30	30					300	400	700

Abbreviations: L: Lecture T: Tutorials F/ P: Field Work/ Practical FC= Foundation Course,

SK= Skill Course, Core = Core Course

1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations. 2 hours/ week

8. Detailed outline of Courses offered

SEMESTER I

101 FC Computers for Managers (2C - 1L, 1 F/P)

Unit 1	Introduction to Computers: Hardware & Software, Basic Operating System, LAN, WAN, Internet basics and Intranet, Multimedia.
Unit 2	MS Office; MS Access; MS Word; MS Excel; MS PowerPoint Presentation; Graphics- Creating a Presentation on a Personal Computer; Basic knowledge of Accounting software such as Tally.
Suggested Readings	<p>Burch, J. and Grudnitski G. Information Systems: Theory and Practice, New York, John Wiley.</p> <p>David, V. Foundations of Business Systems. Fort Worth, Dryden.</p> <p>Eliason, A. L. On-line Business Computer Applications, Chicago, Science Research Associates.</p> <p>Estrada, S. Connecting to the Internet. Sebastopol, C A, O'Reilly.</p> <p>PK Sinha, Computer Fundamentals.</p>

102 SK Student Centred Learning Skill (2C – 2L)

<ul style="list-style-type: none"> • Presentation using PowerPoint • Case Method of Management • Problem Solving through Brainstorming • Use of Role Play in Management.
--

103 CC Management Concepts (4C – 2L, 1T, 1F/P)

Objective	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, Principles of Management
Unit 2	Functions of Planning, Organising, Staffing, Directing Coordination and Controlling
Unit 3	Social Responsibility and Management Ethics, New Dimensions in Management
Suggested Readings	<p>Stoner, Freeman and Gilbert Jr. . Management. Prentice Hall of India, New Delhi.</p> <p>Certo, Samuel (2003). Modern Management. Pearson Education, New Delhi.</p>

104 CC Accounting for Managers (4C – 2L, 1T, 1F/P)

Objective	To familiarise learner with the principles and techniques of accounting and using financial and accounting information for managerial decision making.
Unit 1	Concepts, scope of financial and management accounting, Concepts and conventions of Accounting, Review of Double Entry System, Journal, Ledger and trial balance.
Unit 2	Trading, Profit and Loss Account, Balance Sheet, Adjustments on final accounts, Financial Statement Analysis: Ratio analysis, Cash flow and fund flow analysis.
Unit 3	Marginal costing, Standard costing and variance analysis; Budgetary control.
Suggested Readings	Maheshwari, S.N. , Management Accounting and Financial Control. <i>Sultan Chand and Sons</i> , New Delhi. Bhattacharya, S.K. and Dearden, J. , Accounting for Management: Texts and Cases. <i>Vikas Publishing</i> , New Delhi.

105 CC **Managerial Economics (4C – 2L, 1T, 1F/P)**

Objective	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	Nature of business decision-making, Introduction to Managerial Economics, Theory of Demand and supply, demand forecasting; Elasticity of Demand, Income, Supply& advertising, influencing factors.
Unit 2	Production and Cost - Returns to scale, Cost Curves, Market Structure – Perfect competition, Imperfect Competition, Monopoly, Oligopoly
Unit 3	Macro Economics - Introduction to GNP and GDP, Inflation, Unemployment, Balance of Payments, Economic growth, Business Cycle and Recent Development in Economics
Suggested Readings	Varshney, R.L. and Maheshwari K.L. , Managerial Economics , <i>Sultan Chand and Sons</i> , New Delhi. Adhikary, M. , Business Economics. <i>Excel Books</i> , New Delhi.

106 CC **Statistics for Management (4C – 2L, 1T, 1F/P)**

Objective	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, poison

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, chi square test, ANOVA.

Suggested Readings **Levin** and **Rubin**. *Statistics for Management*. Prentice Hall of India, New Delhi.

Chandan, J.S. *Statistics for Management*. Vikas Publishing House, New Delhi.

S P Gupta, *Statistics*, Sultan Chand, New Delhi

107 CC **Organizational Behaviour (4C – 2L, 1T, 1F/P)**

Objective This course will introduce the learner to the fundamentals of business management and nature and importance of individual and group behaviour.

Unit 1 Introduction to individual behaviour, learning, personality, perception; Interpersonal and group processes

Unit 2 Group behaviour; theories of motivation and leadership; culture, organisational change and development

Unit 3 Effective communication skills, process of communication, barriers and gateways in communication, Individual and group communication. Oral communication- presentation of reports, reading skills, creativity, group discussion skills, public speaking and negotiation. Written communication.

Suggested Readings **Luthans, F . Organisation Behaviour**. *Prentice Hall of India*, New Delhi.

Robbins, S.Organisational Behaviour. *Pearson Education*, New Delhi.

Pearse, C Glenn etc. Business Communications: Principles and Applications, *Prentice Hall of India*, New Delhi.

P D Chaturvedi and MukeshChaturvedi, *Business Communication*, *Pearson Education*, New Delhi

108 CC **Quantitative techniques for Management (4C – 2L, 1T, 1F/P)**

Objective This course will introduce the learner to the fundamentals of quantitative analysis

Unit 1 Need and importance of quantitative tools for decision making for management; Linear programming problem- graphical and simplex method, sensitivity analysis, introduction to integer and goal programming; Assignment and transportation problems.

Unit 2 Decision theory; Replacement Models- Individual and Group Replacement problems; Elementary Queuing Theory; Game Theory; Sequencing.

Unit 3 Markov Analysis; Monte Carlo simulation; Network techniques- PERT and CPM, Crashing

Suggested **Render, B.** and **Stair, R.M.**, Quantitative Analysis for Management,
Readings Prentice Hall of India, New Delhi.

Kapoor, V.K., Operations Research. Sultan Chand, New Delhi.

109 AI Anandam I - An Exercise in Trusteeship (2C- 1T, 1 F/P)

As given in the initial pages of the syllabus.

Helpstudentpoint.com

SEMESTER II

201 FC Strategies for Self Management (2C - 1L, 1 F/P)

Unit 1	Stress Management, Time Management, Organising Skills, Problem Solving.
Unit 2	Decision Making Skill, Building Self Confidence, Self Preservation, Health Management, Yoga and Meditation.
Reading- As suggested by instructor	

202 SK Seminar on Contemporary issues in Management (2C – 2L)

<ul style="list-style-type: none">• Contemporary issues in Finance,• Contemporary issues in Marketing,• Contemporary issues in Human Resource Management,• Contemporary issues in Operations Management,• Contemporary issues in General Management.
--

203 CC Marketing Management (4C – 2L, 1T, 1F/P)

Objective	This course shall introduce the learner to the basic marketing concepts, functions; market environment and decision variables.
Unit 1	Importance and concept of marketing; meaning, definition, and basic concepts of marketing, concept of marketing mix, meaning and concept of consumer behaviour; buying decision process.
Unit 2	Market segmentation, targeting and positioning; marketing research;
Unit 3	Product management; pricing and distribution; communication and promotion; marketing of services, recent trends in marketing; green, global and e-marketing etc.
Suggested Readings	Kotler, P. Marketing Management. Prentice Hall of India, New Delhi. Ramaswamy, V.S. and Namakumari, S. Marketing Management, Planning and Control. Macmillan India Ltd., New Delhi.

204 CC Financial Management (4C – 2L, 1T, 1F/P)

Objective	The objective of this course is to acquaint student with the broad framework of financial decision making in a business organisation.
Unit 1	Financial Management: Meaning, scope and objectives, Profit Maximisation v/s Wealth Maximisation, Functions of finance Manager in an organisation, Leverages.
Unit 2	Capital Structure and Optimum Capital Structure, Theory of Capital Structure, Working Capital Management: Meaning, Determinants, Overview of Components of Working Capital.
Unit 3	Capital Budgeting: Concept, Techniques, Sources of Long term finance, Cost

of Capital: Debt, Preferred Stock and Equity, Dividend Policy

Suggested Readings **Chandra, P. Financial Management.** *Tata McGraw Hill*, New Delhi.

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

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

205 CC Human Resource Management (4C – 2L, 1T, 1F/P)

Objective The objective of this course is to sensitize students to the various 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 and recent trends in Human Resource Management

Suggested Readings **Dressler, Human Resource Management.** *Prentice Hall of India*, New Delhi.

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

206 CC Production and Operations Management (4C – 2L, 1T, 1F/P)

Objective 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., Recent trends and development in production and operations management.

Suggested **Adan EE and Ebert RJ. Production and Operations Management.** *PHI*,

Readings New Delhi.
Amarine Harold T *manufacturinf Organisations and Management. PHI,*
 New Jersey
**Dilworth, James B. Operations Management: Design, Planning and
 Control for Manufacturing & Services. Singapore, McGraw Hill**
Moore, FG and Hendrick, T E. Production / Operations Management.
 Homewood, Illinois, Richard D. Irwin

207 CC Business Environment (4C – 2L, 1T, 1F/P)

Objective To develop the ability to analyse the competitive business environment, to understand government policies and current issues.

Unit 1 Nature and significance of business environment, macro environment, political- legal, economic, social, technological, Economic role of government, scanning techniques of the environment.

Unit 2 Business and government policies: Fiscal policy, Monetary policy, industrial policy, policy for small scale sector, NRI investment, industrial sickness

Unit 3 Business and Law, main provisions for Companies Act, MRTP, FEMA, Consumer Protection Act (CPA), Role and functions of SEBI, Patents & Trademarks

Suggested Readings **Cherunilam F. Business and Government. Himalaya Publishing House, New Delhi.**
Ashwathappa K. , Himalaya Publishing House, New Delhi
Mishra and Puri. Business Environment. Himalaya Publishing House, New Delhi.

208 CC Research Methods for Business (4C – 2L, 1T, 1F/P)

Objective The course focuses on the analysis of business problems and the use of scientific research as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, research statistics, data analysis, and report writing and presentation.

Unit 1 Business Research An overview, Research process and Types of Research, problem formulation and Statement of Research Objectives, management problem v/s. research problem, Importance of literature review. Business Research Design: Steps involved in a research design. Exploratory research: Meaning, suitability, collection. Descriptive research: Meaning, types of descriptive studies, data collection methods. Causal research: Meaning, various types of experimental designs, internal and external validity; types of errors affecting research design.

Unit 2 Sampling and Data Collection: Sampling and sampling distribution: Meaning, Steps in Sampling process, Types of Sampling - Probability and

non probability Sampling Techniques, sample size determination. Data collection: Primary and Secondary data – Sources – advantages/disadvantages. Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Measurement & Scaling Techniques: Nominal, Ordinal, Interval and Ratio Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Construction of instrument – Validity and Reliability of instrument.

Unit 3 Data analysis: Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative vs Quantitative data analyses, Hypothesis testing: ANOVA, Nonparametric tests- chi square test, sign test, run test, Mann-Whitney U Test, Kruskal-Wallis H test. Report Design : Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research.

Suggested Schindler and Cooper, Business Research methods, TMH, New Delhi

Readings CR Kothari, Research Methodology,
Remenyi, Williams, Money and Swartz, Doing Research in Business and Managemnt, , Sage Publications , New Delhi
K R Sharma, Business Research methods, National Publishing House, New Delhi

209 AI Anandam II - An Exercise in Trusteeship (2C- 1T, 1 F/P)

As given in the initial pages of the syllabus.

210 CC Viva-Voce

For the term end viva-voce candidate shall be evaluated for 100 marks by a panel of external expert, an internal expert and the head of the concerned department/ institute.