



UNIVERSITY OF JAMMU

(NAAC ACCREDITED 'A+' GRADE UNIVERSITY)

Baba Sahib Ambedkar Road, Jammu-180006 (J&K)

NOTIFICATION

(19/May/Adp/II)

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, is pleased to authorize the adoption of the revised Syllabi and Courses of Study in the subject of **MBA of Master Degree Programme in Business Administration** for I and II Semesters under the **(Non-CBCS Scheme)** in the **Off-Site Campuses and Colleges** for the examinations to be held in the years as per the details given below:-

Subject	Semester	for the examination to be held in the years
MBA	Semester-I	December 2019, 2020 and 2021
	Semester-II	May 2020, 2021 and 2022

The Syllabi of the courses is available on the University website: www.jammuuniversity.in

Sd/-
DEAN ACADEMIC AFFAIRS

No. F. Acd/II/19/2622-2651
Dated: 26-6-2019

Copy for information and necessary action to:

1. Dean, Faculty of Business Studies
2. Director/Convener, Board of Studies in Business Management
3. Rector, Bhaderwah Campus/ Kathua Campus
4. Principal, Model Institute of Engg. And Tec., Kot Bhalwal, Jammu and Institute of Management Science, Gurha Brahmana, Patoli, Jammu.
5. All members of the Board of Studies
6. C.A to the Controller of Examinations
7. I/c Director, Computer Centre, University of Jammu
8. Asst. Registrar (Conf. /Exams. PG/ Inf./Pub.)
9. Incharge, University Website for necessary action please.

Assistant Registrar (Academic)

[Handwritten Signature]
25/6
25/6/19
25/6/19

UNIVERSITY OF JAMMU

MASTER OF BUSINESS ADMINISTRATION (MBA) (NON CBCS)

Semester-I		
Course Code	Paper	Marks
101	Managerial Economics	100
102	Principles of Marketing	100
103	Legal Aspects of Business	100
104	Management Processes & Organizational Behaviour	100
105	Accounting for Managers	100
106	IT Applications in Management	100
107	Quantitative Methods	100
108	Business Communication	100
109	Viva-Voce	50
Semester-II		
Course Code	Paper	Marks
201	Business Environment	100
202	Marketing Management	100
203	Management Science for Decision Making	100
204	Human Resource Management	100
205	Financial Management	100
206	Operations and Material Management	100
207	Management Information and Decision Support Systems	100
208	Research Methodology	50
209	Viva-Voce	50

The students will be required to undergo Summer Training for 6-8 weeks after the Second Semester

UNIVERSITY OF JAMMU

MASTER OF BUSINESS ADMINISTRATION (MBA) (NON CBCS)

Semester-III		
Course Code	Paper	Marks
301	Strategic Management	100
302	Project Work Based on Summer Training	50
303	Viva-voce	50
311	Consumer Behaviour	100
312	Advertising and Sales Promotion	100
313	Distribution and Sales Management	100
314	Product & Brand Management	100
321	Security Analysis & Portfolio Management	100
322	Management of Financial Services	100
323	Risk Management and Insurance	100
324	Banking and Financial System	100
331	Strategic Human Resource Management	100
332	Performance and Compensation Management	100
333	Organizational Change and Intervention Strategies	100
334	Culture, Society and Organizations	100
341	Global Business Operations	100
342	Supply Chain Management	100
343	Enterprise Resource Planning	100
344	Management of Technology and Innovation	100

(The students will have to opt for 5 elective Courses from any two functional areas selecting three from major and two from minor areas).

UNIVERSITY OF JAMMU
MASTER OF BUSINESS ADMINISTRATION (MBA)
(NON CBCS)

Semester-IV

Course Code	Paper	Marks
401	Project Management	100
402	Seminar	50
403	Viva-voce	50
411	Human Resource Development: System and Strategies	100
412	Cross Cultural Management	100
413	Industrial Relations and Labour Laws	100
414	Expatriate Management	100
422	Entrepreneurship Development and Enterprise Management	100
423	Tourism and Hospitality Management	100
431	International Marketing	100
432	Service Marketing	100
433	Retail Marketing	100
434	Strategic Marketing	100
441	International Financial Management	100
442	Financial Derivatives	100
443	Strategic Financial Management	100
444	Mergers and Acquisitions	100
451	E-commerce Strategies and Applications	100
452	Customer Relationship Management and Business Intelligence	100
453	Knowledge Management and Strategic Systems	100
454	Global Logistics Management	100

(The students have to opt for 4 elective course, with minimum of two from Major and one from Minor functional areas)

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Managerial Economics

Course No.: MBA-101

Maximum Marks: 100 Marks

Minimum Contact hrs: 45

Semester Examination: 70 Marks

Duration of Examination: 3 hours

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

Objective

To introduce the concept of economics and to familiarize the students with the economic approaches in managerial decision making. The students shall also understand the applications of economic theories in business decisions.

UNIT I:

Introduction to Managerial Economics; Circular Flow of Economic Activity; Nature of the Firm, Objectives of a Firm; Demand Analysis and Estimation- Individual, Market and Firm Demand; Determinants of Demand; Demand Estimation; Business and Economic Forecasting; Elasticity of Demand.

UNIT II:

Law of Variable Proportions; Theory of Firm; Production Theory and Analysis- The Production Functions in the Short and Long Run; Economies of scale and Scope; Estimating the Production Function; Cost Theory and Analysis- The Economic Concept; Production and Cost; Short-run and long-run Cost Functions; Estimating Cost Functions.

UNIT III:

Market structure- Price and Output Determination under different Market Structures- Perfect Competition and Monopoly; Relevance of Perfect Competition and Monopoly; Monopolistic Competition, Oligopoly, Duopoly, Price Discrimination, Degrees of Price Discrimination.

UNIT IV:

Pricing of Goods and Services; Pricing of Multiple Products; Price Discrimination; Product Bundling; Peak-load Pricing; Cost-plus or Mark-up Pricing; Cyclical Pricing; Other Pricing Practices; Pricing and Employment of Inputs; Correspondence between output and input decisions.

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Managerial Economics

Course No.: MBA-101

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

UNIT V:

Introduction to National Income, National Income Concepts, Models of National Income Determination; Economic Indicators; Business Cycles; Management of Cyclical Fluctuations; Fiscal and Monetary Policies; Inflation and Deflation.

Note for Paper Setting:

The question paper shall contain two questions from each unit (Total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five i.e. there shall be internal choice within each unit).

Suggested Readings

Dean, Joel:	Managerial Economics
Duncan, McDougall:	Macro Economics
Varshney and Maheshwari:	Managerial Economics
Brigham, Eugene and Pappas, James:	Managerial Economics
Dwivedi, D. N.:	Managerial Economics
Peterson, Lewis and Jain:	Managerial Economics
Chopra, P.N.:	Business Economics

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Principles of Marketing

Course No.: MBA-102

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

Objectives:

The course aims to introduce the fundamental concepts of marketing and its role in an organization. The students will be able to understand the context of marketing environment, consumer behavior issues and strategies to build a customer centric organization.

Unit I

Fundamentals of Marketing Management - Concept, Importance, Scope, Markets - Key Markets, Orientations of Marketing, Holistic Marketing, Shifts in Marketing, Marketing Management Tasks, Marketing Plan, Marketing Organization.

Unit II

Connecting with Customers- Marketing and Customer Value, Value Chain, Value delivery Process, Marketing orientation and Customer Value, Building Customer Value, Satisfaction and Loyalty, Customer Lifetime Value, Customer Relationship Management. Strategic Planning, Corporate and Division Strategic Planning, Business Unit Planning, Strategy Formulation and Implementation.

Unit III

Identifying with Customers Identifying Market segments and Targets, Levels of Market Segmentation, Segmentation of Consumer Markets, Bases of Segmentation, Market Targeting & Positioning. Competitor Analysis; Competitive Strategies for Market Leaders, Challengers and Followers.

Unit IV

Capturing Marketing Insights MIS - Components, Analysis of Macro Environment Market Research Process, Measuring Marketing Productivity, Marketing Metrics, Marketing Plan Performance, Profitability Analysis Forecasting and Demand Management, Measures of Market Demand, Estimating Current Demand

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Principles of Marketing

Course No.: MBA-102

Maximum Marks: 100 Marks

Minimum Contact hrs: 45

Semester Examination: 70 Marks

Duration of Examination: 3 hours

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

Unit V

Analyzing the Demand Consumer Behavior, Factors Influencing Consumer Behaviour, Buying Decision Process, Theories of Consumer Decision Making, Key psychological Processes. Organizational Buying, Participants in buying Process, Stages in Buying Process.

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Suggested Readings

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and M Jha. (2014) Marketing Management- A South Asian Perspective (14th Edition). Pearson, India.
- Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: global perspective Indian context (4th edition.). New Delhi: Macmillan.
- MKTG - A South Asian Perspective by CW Lamb, J F Hair, Dheeraj Sharma, C McDaniel, Cengage Learning, India (2012)
- MM - A South Asian Perspective by Dawn Iacobucci, Avinash Kapoor, Cengage Learning (2011)
- Marketing Management by Dr. K Karunakaran, Himalaya Publishing House.

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Legal Aspects of Business

Course No.: MBA- 103

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

OBJECTIVES

The course objective is to provide working knowledge of business laws and company law and their practical application in Management

UNIT I

The Indian Contract Act, 1872, Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Free consent, Legality of object, Discharge of a Contract by performance, Breach, Damages for breach of a contract, Quasi contracts. Special Contracts Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

UNIT II

Sale of Goods Act, 1930 Definition of a Contract of Sale, Essentials, Agreement to sell, Conditions and Warranties, Doctrine of Caveat Emptor, Right of Unpaid Seller against the Goods, Remedies for Breach. The Negotiable Instrument Act, 1881 Definition and characteristics, Kinds of negotiable instruments, Transfer of Negotiable instrument. Discharge from Liability, Dishonour & Crossing of Cheque.

UNIT III

The Companies Act, 1956, Nature and Formation of a Company, Kinds of Companies, Characteristics, Memorandum of Association, Doctrine of Ultravires, Articles of Association, Rule of constructive notice, Doctrine of Indoor Management Prospectus, Winding up.

UNIT IV

The Information Technology Act, 2000, E-filing, Digital Signature, Electronic Governance, Data Protection, Penalties and Offences, , Concept of Cyber Crime, Protection of Cyber Consumers in India. The Right to Information Act, 2005 Right to know, Salient features of the Act, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Appellate Authorities, Penalties, Jurisdiction of courts.

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Legal Aspects of Business

Course No.: MBA- 103

Maximum Marks: 100 Marks

Minimum Contact hrs: 45

Semester Examination: 70 Marks

Duration of Examination: 3 hours

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

UNIT-V

Partnership Act, 1932, Nature of Partnership firms, Types of Partners, Right, duties and Liabilities of Partners, Dissolution of Partnership.

The Consumer Protection Act, 1986 Aims and Objectives of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Enforcement of orders and Penalties.

Note for the paper setting:

The question Paper shall contain two questions from each unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

References

- Legal Aspects of Business: Akhileshwar Pathak, Tata Megraw Hill
- Business Law- Kuchhal M.C. , Vikas Publication
- Business Legislation for Management : M. C. Kuchhal and Deepa Prakash, Vikas Pub.
- Business Law: Dr. Ashok Sharma, V. K. Publication
- Business Law : P. C. Tulsian, Tata Megraw Hill
- Elements of Mercantile Law : N. D. Kapoor, Sultan Chand and Sons.
- Principles of Mercantile Law: Avtar Singh , Eastern Book Company

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Management Process and Organizational Behaviour

**Course No.: MBA-104
Minimum Contact Hrs: 45
Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks
Internal Assessment: 30 Marks
Semester Examination: 70 Marks**

(For the examination to be held in December 2019, 2020 and 2021)

OBJECTIVES

The objective of the course to familiarize the students with the fundamental concepts, processes and current issues in management and organizational behaviour. The course intends to make students able to understand appropriate interventions in directing employee behaviour towards achievement of organizational goals

UNIT-I

The management process and the nature of managerial work; managerial skills and roles, Historical development of management, comparative management practices in developed countries, contemporary challenges in management.

UNIT-II

Planning: Nature, significance and framework, types of plans and planning premises, Decision making and its models, organizing: Principles and Process, Organizational structure, delegation and decentralization, Coordination and Staffing, direction, controlling.

UNIT-III

Conceptual framework of organizational behaviour, Historical development of organizational behavior, Personality, Perception, Attribution, Attitudes, interpersonal effectiveness and self growth, Johari Window, Transactional Analysis.

UNIT-IV

Group Processes and Behaviour, Individual and the group, Teams: nature and effectiveness, Team building, group decision making, group conflict and resolution strategies, work stress: concepts, nature, causes and coping strategies.

UNIT-V

Leadership: approaches and styles, gender and leadership, leadership effectiveness, work motivation: importance, theories and applications, Organizational change and development, Power and politics.

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Management Process and Organizational Behaviour

**Course No.: MBA-104
Minimum Contact Hrs: 45
Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks
Internal Assessment: 30 Marks
Semester Examination: 70 Marks**

(For the examination to be held in December 2019, 2020 and 2021)

Note for Paper Setter

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit.

Note

A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

Suggested Readings

- | | | |
|----------------------|---|----------------------------------|
| Koontz and O'Donnel | : | Essentials of Management |
| Koontz and Weihrich | : | Management: A Global Perspective |
| Freud Luthans | : | Organizational Behaviour |
| Afsaneh Nahavandi | : | Organizational Behaviour |
| Robert B. Denhardt | | |
| Janet V. Denhardt | | |
| Maria P. Aristigueta | | |
| S. P Robbins | : | Organizational Behaviour |

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Accounting for Managers

Course No.: 105

Maximum Marks: 100 Marks

Minimum Contact hrs: 45

Semester Examination: 70 Marks

Duration of Examination: 3 hours

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

OBJECTIVES

The basic objective of this course is to enable the management students to update their knowledge of accounting concepts and techniques and also to enhance skills in utilizing the accounting and financial information in the process of managerial decision - making.

UNIT-I Introduction

Financial accounting: Concept, importance and scope, Accounting concepts, conventions and Generally Accepted Accounting Principles (GAAP), Preparation of Journal, Ledger and Trial Balance.

UNIT-II Final Accounts

Concepts and methods of Depreciation including straight line method, Diminishing balance method.

Preparation of Final Accounts - Manufacturing Accounts, Trading & Profit and Loss A/C and Balance sheet. Adjustment in Final accounts.

UNIT-III Cost Accounting and Budgetary Control:

Cost Accounting: Concept, need, importance and scope, Preparation of Cost Sheet with element-wise classification of various costs.

Budget and Budgetary control including Performance Budgeting and Zero Based Budgeting .

UNIT-IV Management Accounting and Financial Analysis:

Management Accounting - Concept, need, importance and scope.

Financial Analysis-Ratio Analysis and Du-Pont Analysis, Preparation of Funds flow statement and Cash flow statement.

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Accounting for Managers

Course No.: 105

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

UNIT-V Marginal & Standard costing

Marginal costing and Absorption costing their difference. Concept & utility of CVP analysis in business decision making.

Standard costing and variance analysis - Material Variance and Labour Variance.

Note for Paper Setter.

The question Paper shall comprise of two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Books Recommended:

Accounting Principles Anthony R.N. and Reece, 6th ed., Homewood, Illinois,
Richard D. Irwin, 1995.

Accounting for Management Bhattacharya, S.K and Dearden J., New Delhi, Vikas,
1996. Text and Cases.

Financial Accounting Heitger, L.E and Mautlich, Serge, New York, Mc-Graw Hill,
1990.

Management Accounting Hingorani, N.L and Ramanathan, A.R., 5th ed., New
Delhi, Sultan Chand, 1992

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: IT Applications in Management

Course No.: MBA-106

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

Objective

The objective of course is to familiarize the students with the basic concepts of Computer Systems and Information Technology

Unit I

Evolution of Information Technology, Indian Computing Environment, computer applications in Business, IT enabled Services, current and Emerging Trends in IT, IT and Innovation, Process Modelling and digital convergence

Unit II

Generations of programming languages, operating systems, Types of Software, Operating System, memory and storage, Input and output Devices and their mechanisms, flowcharts and system Modelling, phases of Information System, Traditional System Life Cycle, Prototypes , Application Packages, End User Involvement

Unit III

Approaches to computing in organizations, Telecommunications in Business, types of networks, Functions and components, protocols, IP Addresses, Bounded and unbounded medium Technologies, ISP, Web Server, Domain Names, Mail Server, SMTP, POP3 and IMAP4

Unit IV

Microsoft EXCEL, Introduction to Spread Sheet software, creation of spreadsheet, Applications using worksheets and workbooks, formatting, editing, functions, Graphics, what-if analysis. MS Power Point 2007 features and applications for customized shows and settings

Unit V

Concept of Databases, Types of database models, Relational databases, concept of primary and secondary key, Introduction to MS Access; concept of forms and queries in MS ACCESS

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: IT Applications in Management

Course No.: MBA-106
Minimum Contact hrs: 45
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Semester Examination: 70 Marks
Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

Note for paper setting

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

Suggested Readings:

Information Systems- The Foundation of Steven Alter, E- Business Pearson Education

Information Systems for Managers Ashok Arora & Akshay Bhatia, Excel Books

Introduction to Information Technology ITL Education Solutions, Pearson

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Quantitative Methods

Course No.: 107

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

Objective:

- To bring out applications of business research methods and its usefulness in managerial decision making
- To expose the students with the various research techniques and the process of applying these techniques

UNIT I

Measures of Central Tendency; Arithmetic Mean, Median, and Mode; Measures of Dispersion: Standard Deviation; Coefficient of Variation; Correlation Karl Pearson Coefficient of Correlation; Spearman's Rank Correlation Method, Probable Error, Skewness and Kurtosis

UNIT II

Regression Analysis, Simple Linear Regression Model; Regression Coefficients; Regression Equations; Standard Error of Estimate, Coefficient of Determination, Concepts of Probability; Binomial Distribution and Poisson Distribution; Continuous Probability Distribution, Normal Distribution

UNIT III

Hypothesis Introduction, Format and Types; Procedure of Hypothesis Testing; Errors in Hypothesis; Two-tail and One-tail Test of Hypothesis; Tests of Significance for Attributes; Tests of Significance for Variables; Tests of Significance for Small Samples; t-distribution and its application

UNIT IV

Non-parametric tests; Chi-Square Distribution; Chi-Square Distribution Statistic; Goodness of Fit; Analysis of variance (ANOVA), One Way and Two Way, F-test.

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Quantitative Methods

Course No.: 107

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in December 2019, 2020 and 2021)

UNIT V

Index Numbers: Meaning, Types of index numbers, uses of index numbers, Construction of Price, Laspeyres, Paasche and Fisher's Ideal index, Chain Index, Shifting base, Slicing and Deflation

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Semi averages, Moving averages, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Note for Paper Setting

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended:

Statistical Methods, S P Gupta, Sultan Chand Publication, Edition 2009

Business Statistics, J K Sharma, Pearson Education, 2nd Edition

Statistics for Managers Using Microsoft Excel, Levine Stephan Krehbiel, Berenson, PHI, Edition 2012

Business Statistics, G C Beri, Tata McGraw Hill, Edition 2012

**Master of Business Administration
MBA (Non CBCS)
Semester - I**

Course Title: Business Communication

Course No.: MBA-108

Minimum Contact hrs: 25

Duration of Examination: 11/2 hours

Maximum Marks: 50 Marks

Semester Examination: 30 Marks

Internal Assessment: 20 Marks

(For the examination to be held in December 2019, 2020 and 2021)

OBJECTIVES

The course is designed to provide exposure to the students about forms and practices of business communication and also enable them to enhance their communication skills.

UNIT I

Business communication: Functions, Process, Communication Networks, Barriers and strategies, Effective Organizational Communication, Cross cultural communication, Non verbal communication, Technology and Communication.

UNIT II

Written communication: Business writing and correspondence, Instructions, Business Reports and Proposals.

Effective listening, Business Presentations and Public speaking, Conversations, Interviews, Group Discussions, Corporate Communication and strategies, Ethics in Communication.

Suggested Readings:

Meenakshi Raman & Prakash Singh

Business Communication

Krizan, Merrier, Logan & Williams

Business Communication

Master of Business Administration
MBA (Non CBCS)
Semester - I

(For the examination to be held in December 2019, 2020 and 2021)

MBA - 109: The Code represents Viva- Voce examination of MBA I - Semester. The viva Voce examination shall be held for 50 marks (2 credits) and two external examiners (one academic and one corporate) and one internal examiner shall examine the students for their understanding of management concepts.

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Business Environment

**Course No.: MBA-201
Minimum Contact hrs: 45
Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks
Semester Examination: 70 Marks
Internal Assessment: 30 Marks**

(For the examination to be held in May, 2020, 2021 and 2022)

Objective

The purpose of this course is to develop an awareness of the issues related to business and to give the participants the basic understanding of the important aspects of business environment.

Unit I

The concept of Business Environment, Significance and Nature; Types of Business Environment: Internal and External Environment; India and WTO; GATS; The changing dimensions of these laws and their impact on business.

Unit II

Environment Scanning: Meaning, Nature and Scope; The process of Environmental Scanning; PETELS/PESTEL/PEST Analysis; Competitor's Analysis: Porter's Five Force Model; SWOT Analysis.

Unit III

Business and the Environment: Legal Business Environment and its impact on business; Overview of Economic Environment; The International/Global Business Environment-An Analysis of the World.

Unit IV

Political Environment, Socio-cultural Environment of Businesses (SCEB), Technological Environment; An introduction to MRTP, FEMA and their impact on business.

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Business Environment

**Course No.: MBA-201
Minimum Contact hrs: 45
Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks
Semester Examination: 70 Marks
Internal Assessment: 30 Marks**

(For the examination to be held in May, 2020, 2021 and 2022)

Unit V

New Economic Policy : Introduction, Industrial Policy, The crisis of June, 1991, Objectives of New Economic Policy-1991, Emphasis of NEP on Liberalization, NEP and Privatization, NEP effect on Globalization, Positive and Negative effects of New Economic Policy.

Note for Paper Setting:

The question paper shall contain two questions from each unit (Total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five i.e. there shall be internal choice within each unit).

Suggested Readings

Aswathapa, K.:	Essentials of Business Environment
Paul, Justin:	Business Environment-Text and Cases
Jain, T.R; Trehan, M; Trehan,R:	Indian Economy and Business Environment
Sheikh, Saleem:	Business Environment
Goyal, A. and Goyal M.:	Business Environment
Cherunilam, Francis:	Business Environment

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Marketing Management

Course No.: MBA-202

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in May, 2020, 2021 and 2022)

Objective:

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services. This will facilitate the understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

UNIT I

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle ó strategic implications; New product development and consumer adoption process.

UNIT II

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

UNIT III

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members.

UNIT IV

Promotion Decision- Communication Process; Promotion mix ó advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion ó tools and techniques.

UNIT V

Emerging Trends in Marketing: Green Marketing; Direct Marketing, Social Marketing; Buzz Marketing/ Viral Marketing; Consumerism; Customer Relationship Management (CRM) - Customer Loyalty, Marketing to base of Pyramid Consumers, Digital and Social Media Marketing.

**Master of Business Administration
MBA (Non CBCS)
Semester - II
Course Title: Marketing Management**

Course No.: MBA-202

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in May, 2020, 2021 and 2022)

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Suggested Readings

- CW Lamb, J F Hair, Dheeraj Sharma, C McDaniel. (2012). Marketing- A South Asian Perspective. Cengage Learning, India.
- Dawn Iacobucci, Avinash Kapoor. (2011). Marketing Management ó A South Asian Perspective. Cengage Learning
- Etzel M.J., Walker B.J. and Stanton William J. Marketing concept & Cases special Indian Edition (13th Edition). Tata Mc Graw Hill.
- Kotler, P., Keller, K., Koshy, L., & Jha, M. (2009). Marketing management: a south Asian perspective (13th ed.). Pearson, New Delhi.
- Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). Basic Marketing.: Tata McGraw,Hill New Delhi
- Philip Kotler, Kevin Lane Keller, Abraham Koshy and M Jha. (2014) Marketing Management- A South Asian Perspective (14th Edition). Pearson, India.
- Philip Kotler-Agnihotri. Principle of Marketing (13 e). Pearson Education.
- Rajan Saxena. Marketing Management, Tata McGraw Hill.
- Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (3rd Edition). Macmillan,
- Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: global perspective Indian context (4th edition.). New Delhi: Macmillan.
- Saxena, R. (2009). Marketing management (4th edition.). New Delhi: Tata McGrawHill.
- Stanton William J - Fundamentals of Marketing (TATA Mc Graw Hill)

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Management Science for Decision making

**Course No.: MBA-203
Minimum Contact hrs: 45
Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks
Semester Examination: 70 Marks
Internal Assessment: 30 Marks**

(For the examination to be held in May, 2020, 2021 and 2022)

OBJECTIVES

The objective of this course is to equip the participants with the relevant tools and techniques for applications in solving Managerial Problems. The Focus of this course will be on applications of quantitative methods in business situations.

UNIT-I

Introduction to Management Science; Opportunities and Shortcoming of Management Science Approach, Linear programming; Formulation of problems, Graphical method, Simplex for solving Linear Programming Problems, Big M method, Duality in linear programming, Sensitivity Analysis

UNIT-II

Transportation model; N-W Corner Method, Least Cost Method, VAM, Stepping Stone method, MODI; Application of transportation Model, Degeneracy in transportation, Restricted routes

UNIT-III

Assignment Problem with special cases, Simple decision problems under certainly risk and uncertainty, Network Construction and Analysis, Critical Path Method (CPM), Project scheduling, PERT Analysis,

UNIT-IV

Game theory - Two person Zero Sum Game, Minimax, Maximin Strategies, Saddle point and Mixed Strategies. Simulation for Business; Monte Carlo method.

UNIT-V

Decision with cost pay- off, expected value of perfect information, Expected value of sample information, Efficiency of sample information, Decision tree Analysis

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Management Science for Decision making

**Course No.: MBA-203
Minimum Contact hrs: 45
Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks
Semester Examination: 70 Marks
Internal Assessment: 30 Marks**

(For the examination to be held in May, 2020, 2021 and 2022)

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Suggested Readings:

1. Vohra, N.D, "Quantitative Techniques in Management", McGraw Hill Publishing House 3rd Edition.
2. Kapoor, V.K, "Operation Research (Quantitative Techniques in Management)", Sultan Chand Publications, 8th Edition
3. Taha, Hamdy, "Operations Research An Introduction" Pearson Publications, 8th Edition.
4. Hillier, Frederic & Gerald Lieberman "Introduction to Operations Research" Tata McGraw Hill Publications, 8th Edition.
5. Anderson, David R., Dennis J. Sweeney, & Thomas A. Williams " The Management Scientist" Cengage publishers, 2nd Edition.

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Human Resource Management

Course No.: MBA-204

Minimum Contact Hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

(For the examination to be held in May, 2020, 2021 and 2022)

OBJECTIVES

The objective of this course is to sensitize the students with the various facets of managing people and to create an understanding of the various policies and practices of Human Resource Management

UNIT-I

Human Resource Management (HRM): Concept, Nature, Scope and Significance; Contemporary functions of the HR Department, HR structure and strategy, HR Best Practices, HRM in public and private sector of India.

UNIT-II

HR planning: concept and process, Job analysis Recruitment and selection, Induction and Placement, Performance and potential appraisal, Coaching and Mentoring, HR outsourcing and its issues.

UNIT-III

Training and Development: Methods and Design, Training need analysis, Career Development, Management development programmes, Executive development programmes, promotions and transfers, Exit management.

UNIT-IV

Compensation management: Principals and contemporary issues, Job evaluation, Quality of work-life, Work-life balance, Human Resource Information System (HRIS), HR accounting and audit.

UNIT-V

Trade Unions, associations, Modern methods of managing conflicts, Disciplinary process, collective bargaining, contemporary negotiation skills, HR concerns in comparative management.

Note for Paper Setter

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit.

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Human Resource Management

Course No.: MBA-204

Minimum Contact Hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

(For the examination to be held in May, 2020, 2021 and 2022)

A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

Suggested Readings:

- Human Resource Management: Gary Dessler Pearson Education, 13th Edition.
- Human Resource management Text and Cases: Rao VSP, Excel books (2010), 3rd edition.
- Training Instruments In HRD and OD , Udai Pareek, Tata Mac Graw Hill 2nd Edition
- Training for Development: Lynton R.P., Pareek udai. Sage publication India pvt. Ltd (2011) 3rd Edition.
- Human Resource Development: Rohmetra Neelu, Anmol Publication House Pvt. Ltd (2005) 1st edition.
- Human Resource Mangement: Snell/Bohlander, Cengage Learning 2007.
- Journal (HRM Review, South Asian Journal of HRM, The International Journal of HRM).

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Financial Management

Course No.: MBA-205
Minimum Contact Hrs: 45
Duration of Examination: 3 hours

Maximum Marks: 100
Internal Assessment: 30 Marks
Semester Examination: 70 Marks

(For the examination to be held in May 2020, 2021 and 2022)

OBJECTIVES

The objective of this course is to acquaint MBA students to the basics of financial management. This course will help them in developing an understanding about the various aspects of financial decisions and their impact on other functional areas of management.

UNIT -I

Concept, scope, classification and organization of finance function. Objectives of Financial Management ó Profit maximization vs. Wealth maximization. Time value of money.

UNIT-II

Investment decision: Capital Budgeting: Nature and concept of Capital Budgeting. Techniques of Capital Budgeting ó Traditional and Discounted Cash Flow (DFC). Working Capital Management: Concept of working capital, Factors affecting working capital requirement. Computation of average working capital requirements

UNIT-III

Sources of Finance: Cost of capital: Cost of Equity, Preference Shares, Debt and weighted average cost of capital. Financing Current Assets- Financing through Bank (CC limit / OD, LOC and Commercial Papers), and Factoring

UNIT-IV

Financing Decision: Financial and Operating Leverage, Degree of Operating, Financial and Combined leverage. Capital Structure - Determinants of capital structure. Approaches to establish Appropriate Capital Structure ó EBIT-EPS, Cost of Capital & Valuation Approach, and Cash Flow Approach. Capital Structure Theories ó Net Income Approach, Net Operating Income Approach & Modigliani-Miller Hypothesis.

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Financial Management

Course No.: MBA-205

Minimum Contact Hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

(For the examination to be held in May 2020, 2021 and 2022)

UNIT-V

Management of Earnings: Types of Dividend, Dividend Payment - retention decision: Factors influencing dividend Decision. Dividend Theories - Dividend Theories of Relevance ó Walters Model, & Gordon's Model, Dividend Theories of Irrelevance ó Modigliani-Miller Hypothesis. Financial Modeling- Concept, Scope and Limitations.

Note for Paper Setter

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five) i.e. there shall be internal choice within each unit.

Suggested Readings:

1. Financial Management ó Theory and Practice : Chandra Parsana Mc Graw Hill Education (India) Private Limited , Chennai (2019)
2. Financial Management- A Contemporary Approach: Rajesh Kothari Sage Publications India Pvt Ltd, New Delhi (2017)
3. Financial Management: Pandey I.M., Vikas Publishing House Pvt. Ltd. New Delhi (2015)
4. Financial Management-Text, Problems and Cases: Khan M. Y. and Jain P. K. Mc Graw Hill Education (India) Private Limited , Chennai (2019)
5. Financial Management and Policy: Van Horne James C and Dhamija Sanjay, Pearson Education, New Delhi.

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Operation and Material Management

Course No.: 206

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in May, 2020, 2021 and 2022)

OBJECTIVES

The course aims to introduce concepts of production and operation management in an organization and expose to analytical methods. The students will be able to understand basic Management Decisions with respect to Production and operation management.

UNIT I

Nature and Scope of Production Management, Types of Production System - Flow Shop, Job Shop, Batch Manufacturing, New concept in operation management - ISO, TQM, Kaizen, PERT, KANBAN, Six Sigma Concept, Supply Chain Management.

UNIT-II

Facility Location - importance, Factors in Location Analysis: Location Analysis Techniques
Facility Layout - Objectives: Advantages: Basic types of layouts. Capacity Planning - concepts:
Factors Affecting Capacity Planning, Capacity Planning Decisions, Line balancing.

UNIT-III

Production Planning & Control (PPC) - Concepts, Objectives, Functions. Factors affecting
PPC, Aggregate Planning - Aggregate capacity planning, approaches to Aggregate planning,
Scheduling, Loading & Sequencing, Work Study - Productivity: Method Study; Work
Measurement.

UNIT-IV

Material Management - Concepts & Importance, Integrated System of Materials Management,
Materials Requirement Planning, Purchasing Systems, Vendor Analysis & Control.
Store Management: Functions, systems and procedures, store accounting and verification system,
store layout, Standard codification and variety reduction

**Master of Business Administration
MBA (Non CBCS)
Semester – II**

Course Title: Operation and Material Management

Course No.: 206

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in May, 2020, 2021 and 2022)

UNIT-V

Inventory management, Objectives of Inventory management and control, Fixed Order Quantity or 'Q' system, Fixed Order Quantity or 'Q' system, Fixed Order Period System or 'P' system, Inventory control techniques- ABC, VED, FSN, EOQ, JIT manufacturing

Note for Paper Setter.

The question Paper shall contain two questions from each unit (total 10 questions) and the candidate shall required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Suggested Readings

H.Kaushal	Production / Operations Management, Case Study Solution
Ajay K Garg	Production and Operations Management
Kenneth K. Boyer, Rohit Verma	Operations Management
K.Ashwathappa, Sreedhar Bhat	Production and Operational Management
Adam, E. and Elbert R.J	Production management
Schroedor	Operations Management
S.A. Chunawalla and D.R. Pat	Production and Operation Management

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Management Information and Decision Support Systems

Course No.: MBA-207

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in May, 2020, 2021 and 2022)

Objective

The objective of this course is to introduce to the students the management issues related to Information Systems and help them identify and evaluate various options in this regard.

Unit I

Meaning and role of Information Systems, Types of Information Systems, Operations Support systems, Expert Systems, Knowledge Management Information Systems, Information Systems for strategic management, Strategic role of Information Systems, Integrating Information Systems with Business Strategy.

Unit II

Planning for Information Systems: Identification of applications- Structured and unstructured approach: Business planning system and critical success factors: Method of identifying applications, Evaluation of applications and value chain analysis

Unit III

Risks in information systems, Resource requirements for information systems: Hardware and capacity, planning. Software needs, procurement options-make or buy decision, outsourcing as an option in information systems.

Unit IV

Systems Development life cycle: Critical success factors in customized software, traditional sequential method for systems development, Case tools and modern process of systems development. CASE tools and modern process of Systems, development, Flexibility Integrity and control issues in software

Unit V

Decision Support Systems- An overview: Role of Decision Support Systems in organizations. Modeling in Decision Support, Group Decision Support Systems, and Expert systems: Executive Information systems and their applications

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Management Information and Decision Support Systems

Course No.: MBA-207

Minimum Contact hrs: 45

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Semester Examination: 70 Marks

Internal Assessment: 30 Marks

(For the examination to be held in May, 2020, 2021 and 2022)

Note for paper setter

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

Suggested Readings

MIS- A contemporary perspective Laudon Kenneth and Laudon Jane, Prentice Hall, New York, 1998

Management Information Systems Oø Brien James A., Tata McGraw Hill Edition, New Delhi, 1999

Business Information Systems Kumar Muneesh., Vikas Publishing House, New Delhi, 1999

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Research Methodology

Course No.: MBA-208

Minimum Contact hrs: 25

Duration of Examination: 11/2 hours

Maximum Marks: 50 Marks

Semester Examination: 30 Marks

Internal Assessment: 20 Marks

(For the examination to be held in May, 2020, 2021 and 2022)

OBJECTIVES

To equip the students with the practical skills needed to carry out business research. Attention is also given for the applications of business research methods using MS Excel.

UNIT-I

Conceptual Framework : Concept, Meaning and Nature of Business Research, Significance of Research, Types of Research - Exploratory Research, Descriptive Research, Casual Research, Research Process, Ethics in Business Research.

UNIT-II

Research Design: Identify and Developing Business Research Problems, Formulation of Research Questions and Hypothesis, Choosing Sample from Population, Questionnaire Design and Testing, Measurement and Scaling, Scaling Techniques, Qualitative and Quantitative Research Methods.

UNIT-III

Data Analysis Methods for Business Research: Conceptual Framework and Applications of Business Research Methods using MS Excel. Research Report Preparation & Presentation, Citation and Referencing Styles.

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

Course Title: Research Methodology

**Course No.: MBA-208
Minimum Contact hrs: 25
Duration of Examination: 11/2 hours**

**Maximum Marks: 50 Marks
Semester Examination: 30 Marks
Internal Assessment: 20 Marks**

(For the examination to be held in May, 2020, 2021 and 2022)

Suggested Readings:

1. Business Research Methods, William G.Zikmund-oklahoma, Cengage Learning.
2. Business Research Methods, Sue Greener, Ventus Publishing, APS, 2008
3. Applied Multivariate Research: Design and Interpretation Lawrence S. Meyers, Glenn Gamst, A.J. Guarino, SAGE, 2006
4. Contemporary Marketing Research, Mc Daniel & Roger Gates, South Western College Publishing.
5. Statistics for Manageres using MS Excel, Levine, Stephen, Krehbiel & Brenson, PHI Learning, 2012.

**Master of Business Administration
MBA (Non CBCS)
Semester - II**

(For the examination to be held in May, 2020, 2021 and 2022)

MBA - 209: The Code represents Viva- Voce examination of MBA II -Semester. The viva Voce examination shall be held for 50 marks (2 credits) and two external examiners (one academic and one corporate) and one internal examiner shall examine the students for their Theoretical understanding as well as practical applications.