



DIRECTORATE OF DISTANCE EDUCATION

KURUKSHETRA UNIVERSITY,

KURUKSHETRA - 136 119

M.B.A. FIRST YEAR PROGRAMME

SCHEME OF EXAMINATION

PART-I

2019-20

Subject Code	Subject	Ext. Marks	Int. Marks	Time
MBAD-101	Management Concepts and Organisational Behaviour	80	20	3 Hrs
MBAD-102	Quantitative Techniques and Research Methodology	80	20	3 Hrs
MBAD-103	Accounting for Managers	80	20	3 Hrs
MBAD-104	Marketing Management	80	20	3 Hrs
MBAD-105	Human Resource Management	80	20	3 Hrs
MBAD-106	Financial Management	80	20	3 Hrs
MBAD-107	Business Environment and Economics	80	20	3 Hrs
MBAD-108	Fundamentals of Computer and E-commerce	80	20	3 Hrs
MBAD-109	Comprehensive Viva-Voce	100	-	-

MBA (1st Year) DISTANCE EDUCATION

MBAD-101: Management Concepts and Organisational Behaviour

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note : The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective : The objective of this course is to be acquaint the students regarding different functions of management.

Course Contents:

Unit-I :

Evolution of management thoughts: traditional, behavioral, systems, contingency and quality viewpoints. Nature, scope and process of management. Tasks and responsibilities of professional managers, Roles and Skills. Decision making process; models, techniques and participation in decision making. The nature and significance of planning, steps in planning, planning policies and strategies. The nature and significance of organising. Organization structure and design, departmentation, delegation and decentralization aspects, Staffing and directing.

Unit-II :

Controlling: management control process & technique. Behavioural aspects of control. Social responsibility of business, Communication: nature, types, process and barriers of communication. Organisational Behaviour : Nature,

Historical background of Organisational Behaviour. Work Motivation : Meaning and Theories of work motivation, Perception, Learning, Attitude, Personality: meaning and theories.

Unit-III :

Foundations of Group Behaviour : Definition, Types of groups, Dynamics of informal and formal groups, teams in work places. Leadership :Nature, Leadership styles in organisation. Conflict : Nature and Types, Approaches to management of organisational conflict, Organisational Culture and climate, quality of work life, Group decision making.

Unit-IV :

Organisational change and development : Definition and goals, approaches to organisational change, Techniques in organisational development, prerequisites to organisational development, steps in organisational development. Organisational change and work stress management.

References :

1. Harold Koontz and Heinz Weihrich, Management: A Global Perspective.
2. Davis, K., Organizational Behavior, Tata McGraw Hill Publishing Co., New Delhi.
3. Stephan P. Robbins, T.A. Judge And Neharika Vohre, Organizational Behavior, 14th edition, Pearson Education.
4. Stoner, J., Management, Prentice hall of India, New Delhi.
5. Mullins, Management and Organizational Behavior, Pearson Education
6. Udai Pareek, Understanding O.B., Oxford Press.
7. Margied Pareek, Organizational Behavior, TMH.
8. Stephan .P. Robbins, Management, Pearson Education.

MBAD 102: Quantitative Techniques and Research Methodology

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note : The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective : The objective of this course is to acquaint the students with simple quantitative methods that are helpful in managerial decision-making and problem solving.

Course Contents:

Unit-I :

Introduction to quantitative tools and techniques related with business decision making. Linear programming: graphical and simplex method. Transportation and assignment problems, Decision Theory-Decision making under uncertainty, certainty and risk, decision-tree, Simulation.

Unit-II :

Sources of data, Methods of presentation of data: Frequency distribution, measurement of central tendency and dispersion. Correlation and regression analysis, Theory of sampling —sampling methods.

Unit-III :

Meaning, nature and scope of research, scientific methods of research, conceptualising a research problem, types of research design, Formulation of hypothesis. Probability theory and probability distributions.

Unit-IV :

Measurement Design: Nominal Scale, Ordinal Scale, Interval Scales and Ratio scales. Analysis and Interpretation of data- test of significance- Z-test, t-test, F-test & chi-square test. Different format of reports, criteria for judging a good research report.

References

1. Malhotra, Naresh K., Marketing Research an Applied orientation, 5th edition Pearson.
2. Hooda, R.P., Statistics for Business & Economics, McMillan India Ltd.
3. Gupta, S.P., Statistical Methods, Sultan chand & sons.
4. Spun and Bonini, Statistical Analysis for Business Decisions, Irwin, 1973.
5. Clover, V. T., Business Research : Basic Principles and Techniques, Grid Publishing, Inc., Columbus, Ohio.
6. Kothari C.R.: Research Methodology, New Age International Publishers.
7. Cooper and Schindler: Business Research Methods, 8th edition, Tata McGraw Hill.
8. Deepak Chawla & Neena Sondhi: Research Methodology-Concepts and Cases.
9. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay.

MBAD-103 : Accounting for Managers

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective : The basic objective of this course is to provide a basic understanding of the fundamental concepts, principles, accounting for facilitating better financial decisions.

Course Contents:

Unit-I:

Financial accounting: Nature, scope and functions, accounting concepts, principles & conventions; Accounting process and records; Preparation of financial statements of corporate and non-corporate entities. Valuation of inventory.

Unit-II :

Analysis and interpretation of financial statements. Ratio analysis; Fund flow and Cash flow statements;. Concepts of costs, elements of cost, classification of costs; Overheads: meaning and classification, cost sheet; Absorption costing;

Unit-III :

Marginal costing: Cost-Volume-Profit analysis, decisions involving alternative choices; Overview of standard costing and variance analysis. Budget and Budgetary Control: meaning and process, types of budget, Master budget, fixed and flexible budget, performance budgeting, zero base budgeting.

Unit-IV :

Management Control system: concept, nature, process, techniques; Contemporary issues in accounting: human resource accounting, value added accounting, segment reporting. IFRS: Concept and Relevance. Responsibility accounting.

References:

1. Anthony, R.N. and Reece, J.S., Accounting Principles, 6th ed., Homewood, Illionis, Richard D. Irwin, 1995.
2. Bhattacharya, S.K. and Dearden, J., Accounting for Management, Text and Cases, New Delhi, Vikas, 1996.
3. Heitger, L.E. and Matulich, Serge, Financial Accounting, New York, McGraw Hill, 1990.
4. Hingorani, N.L. and Ramanathan, A.R., Management Accounting, 5th ed., New Delhi, Sultan Chand, 1992.
5. Vij, Madhu, Financial and Management Accounting, New Delhi, Anmol Publications, 1997.

MBAD-104 : Marketing Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note : The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective : The objective of this course is to develop the students' conceptual abilities and understanding of marketing.

Course Contents:

Unit-I :

Introduction to Marketing, Nature, Scope and Importance of marketing. Modern marketing concept, role of marketing in developing economy.. Developing the marketing mix, The role of marketing mix in marketing planning and strategy. Concept of STP (Segmenting, Targeting and Positioning).

Unit-II:

Understanding the marketing environment, Marketing Information System: concept and components. Consumer Behavior : meaning and importance, buying decision process, factors influencing consumer behavior.

Unit-III:

Product Decisions: concept of product, product classification, product-mix and product-line decisions, new product development process, product life-

cycle concept, branding and packaging decisions. Pricing Decisions: importance, objectives and policies, factors affecting pricing, pricing strategy.

Unit-IV:

Promotion Mix: objectives and elements. Developing an optimal promotion mix. Budgeting for promotional strategy. Distribution Decisions: The role of marketing Channels in marketing strategy, types of marketing channels, factors affecting channel choice. New Horizons in Marketing: Green Marketing, Customer Relationship Management (CRM) and Event Marketing.

References:

1. Michael J. Etzel, Tata , Bruce J. Walker, William J. Stanton , Ajay Pandit, Marketing Concepts and Cases ,McGraw-Hill Publishing Company Limited.
2. Michael R. Czinkota, Thomson, South Masaaki Kotabe Marketing Management, Western.
3. Philip Kotler , Marketing Management, Pearson , Kevin lane Keller, Prentice-Hall.
4. Dhruv Grewal & Michael Levy , Marketing, Tata McGraw Hill Publishing, Company Limited.
5. V.S. Ramaswamy & Nama Kumari , Marketing Management, Macmillan, Publisher India Ltd.
6. Rajan Sexena , Marketing Management, Tata McGraw, Hill Publishing, Company Limited.
7. Peter Rix , Marketing-a practical approach, Tata , McGraw Hill Publishing Company Limited.

MBAD-105 : Human Resource Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objectives : To provide an understanding of basic concepts, functions and practices of human resource management in the corporate sector.

Course Contents:

Unit-I:

Evolution of Human Resource Management, The Harvard framework, objectives, scope and significance, Emerging HR functions. Recent trends and Challenges in HRM. HR Policy and Indian Perspectives on HR policy. HR Planning: nature, process & need of HRP. Job Analysis- nature, need and methods. Recruitment: sources of recruitment and making recruitment effective. Selection, Placement. Induction & Socialization.

Unit-II:

Training and development. Training policy, principles, methods, types and evaluation. Management Development - nature, procedure, methods and techniques, and evaluation. Management development in India. Career planning and development-concept, approaches to career development, career development, interventions and role of HR in Career management. Career & Succession planning. HRM practices in India.

Unit-III:

Performance appraisal/management: nature, issues, methods and practices in India. Counselling -meaning, role and forms. Indian practices of Counselling. Compensation-Nature and significance. Job evaluation-concept, process and methods. Incentives and fringe benefits. Employee engagement-Concept, Drivers of Engagement and Measurement of Employee engagement.

Unit-IV:

Industrial relations-key issues and emerging trends in a globalised economy. Indian labour policy. Emerging trends and leadership in trade Unionism, Industrial Disputes. Technological change and workers participation. Collective bargaining. Machinery for prevention and settlement of industrial disputes in India and ethical approach in IR.

References :

1. Gary Dessler , Biju Vorokkey, Human Resource Management , Pearson Education, Delhi.
2. Rao, V.S.P., Human Resource Management, Excel books, New Delhi.
3. Cascio, W.F, Managing Human Resources, New, York, McGraw-Hill, Inc..
4. Dwivedi, R.S, Managing Human Resources, Personnel Management in Indian Enterprise, New Delhi, Galgotia, Publishing Ltd.
5. Sharon Pande and Swapanlekha Basak, HRM-Text and Cases, Pearson, Delhi.
6. Beardwall, I. & L. Holden, Human Resource Management, Delhi, Macmillan India Ltd.
7. K. Ashwathappa, HRM Text and cases, 6th edition, Tata McGraw-Hill, New Delhi.
8. M. Armstrong, Handbook of HRM Practice, Kogan Page.
9. Biswajeet Pattanayak, HRM, Prentice Hall of India.

MBAD-106 : Financial Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objectives: The main objective of this course is to impart knowledge and understanding of various aspects of financial management in the realm of corporate decision making.

Course Contents:

Unit-I:

Financial management: nature, scope, objectives and organization structure; Concept of valuation; measurement of risk and return, Assessment of financial requirements of a firm. Financial Planning- nature, determinants and process. Tools of financial planning and forecasting.

Unit-II:

Capital budgeting decision: concept, significance and process, methods of evaluation; Capitals rationing; Cost of capital- concept, significance and measurement; Capital Structure Decision-concept, nature and significance. Theories of capital structure.

Unit-III:

Concept of operating leverage and financial leverages; Dividend Decisions- concept, nature, significance and consideration in dividend policy decision; Dividend models. Sources of long term finance, medium term and short term finance in India.

Unit-IV:

Management of Working Capital-concept, nature, components and determinants of working capital; Cash Management, receivable management, and inventory management; Financing of working capital. Regulation of bank finance for working capital in India.

References:

1. Prasanna Chandra, Financial Management, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Hampton, John J. Financial Decision Making, Prentice Hall of India Ltd., New Delhi.
3. Khan, M.Y., Jain, PK. Financial Management, Tata Mc-Graw Hill Company Ltd., New Delhi.
4. Van Home, James, Financial Management and Policy, Prentice Hall of India Ltd., New Delhi.
5. Brigham, E. F., Fundamentals of Financial Management, the Dryden Press, New Delhi.
6. Pandey, I.M., Financial Management, Vikas publishing house, New Delhi.

MBAD-107 : Business Environment and Economics

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objectives: This course primarily aims at sensitising students towards overall business environment within which any organisation operates so as they sense, identify and evaluate business opportunity.

Course Contents:

Unit-I :

Business Environment : Concept, components, nature and significance. Environment scanning. Economic systems and Role of government. Economic Planning and business scenario unfolding in the 12th planning in India..

Unit-II:

International environment and its impact. Major economic reforms: concept and importance of LPG. Recent trends: Public Private Partnership. Joint-Sector in India. Small Scale Industry : growth, development, problems and environmental assessment for micro, small and medium businesses in India.

Unit-III:

Nature and scope of managerial economics : Concepts and tools, economic analysis in relation to managerial decisions. Demand Analysis, determinants

of demand, elasticity of demand and demand forecasting, Production functions and output maximisation. Cost concepts and functions. Economies and diseconomies of scale.

Unit-IV:

Price output decision under different forms of market structures, perfect and imperfect competition, monopoly, monopolistic competition, oligopoly. National Income and social accounting; theory of income, output and employment. Determination: Classical and Keynesian models. Business cycles. Theory Inflation. Monetary and fiscal policies.

References:

1. Justin Paul, Business Environment, Tata Mc-Graw Hill, New Delhi.
2. Rudra Dutt and K.P.S. Sundram, Indian Economy, S.Chand and Co.
3. Francis Cherunilam, Business Environment, Himalaya Publishing House.
4. Manab Adhikary, Business Economics, Excel Books.
5. A.N. Aggarwal, Indian Economy, New Age International Pvt. Ltd.
6. V Mote, Samuel G, Paul and Gupta, Managerial Economics, Tata Mc-Graw Hill, New Delhi.
7. K. Aswathappa, Business Environment, Himalaya Publishing House.
8. Rangarajan, C. and Dholakia, B.H., Macro Economics, Tata Mc-Graw Hill, New Delhi.

MBAD 108 : Fundamentals of Computer and E-Commerce

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Contents:

Unit-I:

Computer Fundamentals: An introduction; Elements of Computer system; Generations of Computers, Computer languages; Compiler, Interpreter and Assembler, Components of systems: - Input-Output devices, Types of Memory.

Unit-II:

An Introduction to Operating System, Hardware and Software, Computer Network: Meaning, Types of Network, Analog and Digital Signals, Band width, Network Topology. Introduction to MS-Office: - MS-Word, MS-Excel, MS-Power point.

Unit-III:

Introduction to E-Commerce: Benefits, Limitation of E-Commerce, Framework of E-Commerce; Classification of E-Commerce, Business Application of E-Commerce, Types of E-Commerce.

Unit-IV:

Electronic Payment Systems: Meaning & Types of Electronic Payment Systems, Traditional Payment Systems Vs Electronic Payment Systems, Debit Card, Credit Card, Smart Card, E-Money, Electronic Fund Transfer(EFT), EDI.

References:

1. Kienam : Managing Your E-Commerce Business, Prentice Hall of India, N. Delhi.
2. Kosiur: Understanding E—Commerce, Prentice Hall of India, N. Delhi.
3. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.
4. Schneider P. Grey, Perry T. James : E—Commerce, Thomson Learning, Bombay.
5. Shurety : E-business with Net Commerce (with CD), Addison Wesley.
6. Napier: Creating a Winning E-business, Vikas Publishing House, -New Delhi.
7. Didar Singh : E-Commerce for Manager, Vikas Publishing House, New Delhi.
8. Whitely David : Electronic Commerce, TMH, N Delhi.
9. Electronic Commerce -Framework, technologies and Applications - Bharat Bhasker TMH Publications.

MBAD 109: Comprehensive Viva-Voce