



University School of Management
KURUKSHETRA UNIVERSITY
KURUKSHETRA -136 119 (HARYANA)
(Established by the State Legislature Act XII of 1956)
(‘A+’ Grade NAAC Accredited)

Tel. Off. : 01744-238565
EPABX : 238629, 238679
Extn. 2526, 2527
E-mail : chairperson.usom@kuk.ac.in
No. USM/2023/704
Dated 30/06/2023

To

The Director
Directorate of Distance Education
K.U. Kurukshetra

**Subject:- Ordinance, Syllabi and Scheme of MBA w.e.f. session
2023-2024**

Sir,

Please find Ordinance, Syllabi and Scheme of Master of
Business Administration w.e.f. the academic session 2023-2024
after removal of discrepancies for further necessary action at your
end.


Chairperson
University School of Management
Kurukshetra University,
KURUKSHETRA-136119.

ORDINANCE

for

Master of Business Administration

(MBA-2 Year)

under

***Open and Distance Learning (ODL)
& Online Learning (OL)***

with effect from the academic session 2023-24



**Directorate of Distance Education
Kurukshetra University
Kurukshetra-136119**

[Handwritten signatures and initials]

ORDINANCE
Master of Business Administration
(MBA-2 Year)
Under Open and Distance Learning & Online Learning

1. This ordinance is for Master of Business Administration under Open and Distance Learning (ODL) & Online Learning (OL) offered by the Directorate of Distance Education (DDE), Kurukshetra University, Kurukshetra.

2. Key Terms

2.1 **Credit:** 'Credit' means the unit award gained by a learner with study efforts of a minimum number of hours required to acquire the prescribed level of learning in respect of that Unit; for this clause, a study effort for one credit shall mean time required by a learner to understand the contents equivalent to 1 hour of teaching per week or 2 hours per week including self-learning time required to acquire the prescribed level of learning in respect of that Unit.

2.2 **Programme:** This programme leads to the award of Master of Business Administration under Open and Distance Learning (ODL) & Online Learning (OL).

2.3 **Course:** 'Course' refers to the components of a programme. A course may be designed to comprise lectures/tutorials/practicum/laboratory work/field practice/project work/seminar/community engagement and service/internship etc. or any combination of these.

3. **Duration of Programme:** The duration of the programme shall be two academic years comprising four semesters. Each year shall be divided into two semesters i.e. July to December and January to June. A learner shall pass the complete programme (Semester Ist to Semester IVth) in a minimum of two years and a maximum of five years from the session of admission.

4. **Eligibility for Admission:** A person who has passed a Bachelor's Degree of a minimum of three years duration in any discipline from this university or any recognized university or a programme recognized as equivalent thereto by this university with not less than 50% marks in the aggregate (45% marks in case of Scheduled Castes/Scheduled Tribe candidates) shall be eligible to apply for admission. Provided that the candidate who is placed under compartment/reappears in their qualifying examination shall not be allowed admission even provisionally.

5. **Mode of Teaching:** The mode of teaching/examination for programme under online learning will be online through Learning Management System (LMS). Scheduled online lectures, recorded lectures, and other learning resources would be used for teaching. For programme under Open and Distance Learning (ODL), the study material in SLM format will be provided along with details of reference material. Examination for programme under ODL will be in offline mode.

6. **Medium of Instruction:** The medium of instruction and examination shall be English only.

1



7. Assessment and Evaluation

7.1 Each student will be examined through a system of formative and summative assessments.

7.2 In each course 30% weightage shall be assigned for formative assessment except for training reports, subjects containing practical work, and viva-voce. Internal assessment for both programmes under ODL & OL shall be of 30 marks of multiple-choice questions. For OL programme, the same would be conducted prior to commencement of semester external examinations in online mode. Similarly, for ODL programme, the same would be conducted prior to commencement of semester external examinations in offline mode or any other mode as desired by university.

7.3 The remaining 70% evaluation of a course will be through end term examination of three hours duration having subjective questions.

7.4 The pass percentage will be 40% marks in each course separately in internal and external examinations.

7.5 The Directorate of Distance Education (DDE), Kurukshetra University, Kurukshetra shall ensure the uploading of internal assessment marks at least one week before the commencement of the End-Term Semester Examination on the examination portal of the university as notified by the Controller of Examinations.

7.6 The marks obtained by a learner, who is permitted to re-appear for the purpose of passing the examination, in the internal assessment shall be carried forward.

7.7 The Directorate of Distance Education shall preserve the record used for preparing the internal assessment awards, for inspection, if needed by the university, up to one year from the date of declaration of semester examination results.

7.8 Main as well as supplementary examinations for Ist and IIIrd Semesters shall be ordinarily held in the month of November/December and for the IInd and IVth Semesters in the month of May/June.

7.9 The dates of examination shall be notified by the Controller of Examinations Kurukshetra University in consultation with the Directorate of Distance Education (DDE), Kurukshetra University, Kurukshetra.

8. A learner is eligible to appear in an examination who has minimum participation of 75% in all the activities of programme under online learning before the term-end examination. For a learner under ODL programme can appear in the examination after fulfilling the 75% requirement of personal contact programme (PCP).
9. The question papers shall be set and answer-books/Training Reports/Project Reports will be evaluated by an examiner (s) approved/appointed by the Post Graduate Board of Studies (PGBOS) of University School of Management, Kurukshetra University, Kurukshetra.
10. The learners would be required to undergo a 4-6 weeks internship in a reputed company/organization/firm after second-semester examinations. For learners under ODL programme, a hard copy of internship report in a format prescribed by the DDE

2

The bottom of the page features several handwritten signatures and initials in blue ink. There are four distinct marks: a large 'd' on the left, a series of initials in the center, a signature that appears to be 'Saur' on the right, and another signature below the center initials.

shall be submitted only to the Directorate of Distance Education two months before the end third-semester examinations For learners under online learning programme, a copy of internship report in a format prescribed by the DDE shall be submitted (in PDF) only to the Directorate of Distance Education two months before the end third-semester examinations. The internship report shall be evaluated by the external examiner(s) appointed by the Post Graduate Board of Studies (PGBOS) of University School of Management, Kurukshetra University, Kurukshetra.

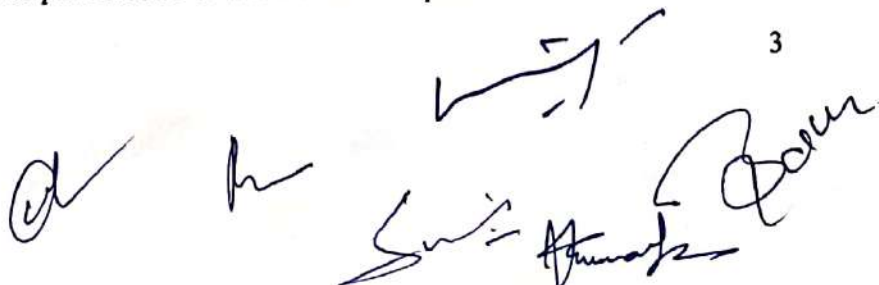
11. The amount of examination fee to be paid by the candidate shall be as prescribed by the university from time to time.
12. As soon as possible, after the termination of the examination, the Controller of Examinations shall publish the result of the candidates and issue a Detailed Marks Certificate.
13. A learner who has completed the prescribed course of instruction in the Directorate of Distance Education, but does not appear in it, or having appeared fails, may be allowed on the recommendation of the Director of Distance Education to appear/re-appear in the examination, as an ex-student, without attending a fresh course of instruction, only twice subsequent to the semester examinations in which he/she was due to appear. While re-appearing in the examination, the learner shall be exempted from appearing in the paper(s)/Training Report/Viva-Voce in which he/she has obtained at least 40% marks.
14. Every learner shall be examined according to the scheme of examinations and the syllabus as approved by PGBOS of University School of Management, Kurukshetra University, Kurukshetra from time to time. Provided that the syllabus, for the candidate who re-appearing in the supplementary examinations, shall be the same as was in force for the preceding semester examinations.
15. **Grades and Grade Point Description:** The grade and the corresponding grade point will be awarded to a candidate based on absolute marks secured by him in all the papers as under. The conversion factor for conversion from SGPA/CGPA to the percentage of marks shall be 10.

Letter grade	Grade Point	Marks
O (Outstanding)	10	85-100
A+ (Excellent)	9	75-84
A (Very Goode)	8	65-74
B+ (Good)	7	55-64
B (Above Average)	6	50-54
C (Average)	5	41-49
P (Pass)	4	40
F (Fail)	0	Less than 40
Ab	0	Absent

Note:

- i. A student eligible to take the examination obtaining a Grade F or Ab will be considered to have failed in the examination/paper(s). Such a student will be required to re-appear in that examination/paper(s) within the permissible chances as per Clause 3 of this ordinance to pass the course.

3



16. **Disclaimer:** The ordinance in force at the time a student joins the programme shall hold good only for the examination held during or at the end of the academic year and nothing in this ordinance shall be deemed to debar the University from amending the ordinance and the amended ordinance, if any, shall apply to all the students whether old or new.

Handwritten signatures and initials in blue ink, including a large 'A' on the left, and several other stylized signatures and initials to the right.

Scheme of Examination
&
Syllabi of
Master of Business Administration
(Through Directorate of Distance Education)

with effect from academic session 2023-24



Kurukshetra University
Kurukshetra-136119

[Handwritten signatures]

MASTER OF BUSINESS ADMINISTRATION

(Through Directorate of Distance Education)

(W.E.F. SESSION 2023-24)

The Master of Business Administration (MBA) is a Two-Year CBCS/LOCF Programme through Distance Education. The course structure of the programme is as under. The Student will get degree on successfully completing 102 credits.

SEMESTER-I

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks/ Practical</i>	<i>Hours</i>	<i>Credits</i>
MBAD-101	Management Process and Organizational Behaviour	100	70	30	4	4
MBAD-102	Fundamentals of Statistics for Business Decisions	100	70	30	4	4
MBAD-103	Managerial Economics	100	70	30	4	4
MBAD-104	Financial Accounting	100	70	30	4	4
MBAD-105	Business Communication	100	70	30	4	4
MBAD-106	Indian Economy and Business Environment	100	70	30	4	4

SEMESTER-II

MBAD-201	Human Resource Management	100	70	30	4	4
MBAD-202	Computer Applications in Management	100	50	50 (Practical examination by external examiner)	3	4
MBAD-203	Marketing Management	100	70	30	4	4
MBAD-204	Financial Management	100	70	30	4	4
MBAD-205	Business Research Methods	100	70	30	4	4
MBAD-206	Production and Operations Management	100	70	30	4	4

The bottom of the page features several handwritten signatures and marks in blue ink. On the left, there is a large, stylized signature. In the center, there is a checkmark and a signature. On the right, there are two more signatures, one of which appears to be a name. There are also some smaller marks and initials scattered around.

SEMESTER-III

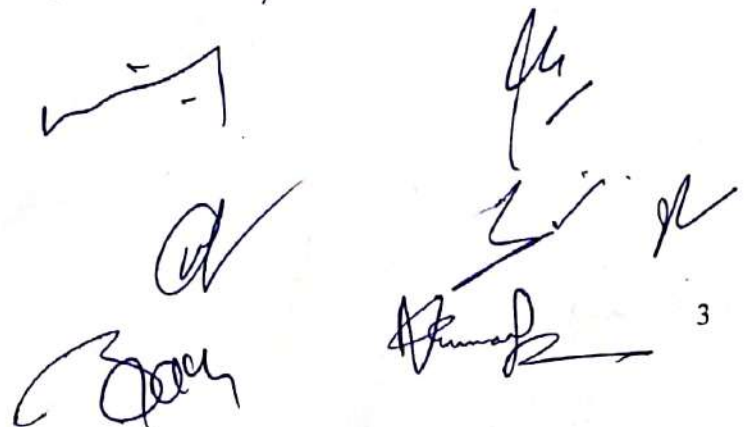
<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBAD-301	Strategic Management	100	70	30	4	4
MBAD-302	Optimization Models for Business Decisions	100	70	30	4	4
MBAD-303	Summer Training	100	100	-	4	4

SEMESTER-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBAD-401	Business Ethics and Corporate Governance	100	70	30	4	4
MBAD-402	Entrepreneurship Development	100	70	30	4	4
MBAD-403	Comprehensive Viva-Voce	50	50	-	-	2

Note: The Student may opt for any specialization out of given specializations viz. Finance, Marketing, Human Resource Management, International Business, Information Technology and Business Analytics. He/She will have to opt for any four papers of chosen specialization in each of IIIrd and IVth Semesters.

Summer Training: At the end of second semester, all learners will have to undergo summer training of 4-6 weeks with an industrial, business or service organisation by taking up a project study. A copy of internship report in format prescribed by the DDE shall be submitted in PDF only to the Directorate of Distance Education two months prior to third end semester examination. The internship report shall be evaluated by the external examiner. For international remote students, an external examiner will be selected by the Controller of Examination in consultation with DDE.

The block contains several handwritten signatures and initials in black ink. There are approximately six distinct marks, including a large 'W' shape, a signature that looks like 'Ad', and several other stylized names and initials.

FINANCE

Semester-III

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADFM-301	Quantitative Analysis for Financial Decision Making	100	70	30	4	4
MBADFM-302	Foreign Exchange Management	100	70	30	4	4
MBADFM-303	Financial and Commodity Derivatives	100	70	30	4	4
MBADFM-304	Banking and Financial Services	100	70	30	4	4
MBADFM-305	Corporate Restructuring and Control	100	70	30	4	4
MBADFM-306	Security Analysis	100	70	30	4	4

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADFM-401	Financial Engineering	100	70	30	4	4
MBADFM-402	Project Planning and Management	100	70	30	4	4
MBADFM-403	Behavioral Finance	100	70	30	4	4
MBADFM-404	Portfolio Management	100	70	30	4	4
MBADFM-405	Insurance and Risk Management	100	70	30	4	4
MBADFM-406	Private Equity and Wealth Management	100	70	30	4	4

✓

fu

Swi

✓

4

W

MARKETING

Semester-III

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADMM-301	Advertising Management	100	70	30	4	4
MBADMM-302	Marketing Research and Analytics	100	70	30	4	4
MBADMM-303	Sales and Logistics Management	100	70	30	4	4
MBADMM-304	Consumer Behaviour	100	70	30	4	4
MBADMM-305	Strategic Brand Management	100	70	30	4	4
MBADMM-306	Digital Marketing	100	70	30	4	4

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADMM-401	International Marketing	100	70	30	4	4
MBADMM-402	Business Marketing	100	70	30	4	4
MBADMM-403	Service Marketing	100	70	30	4	4
MBADMM-404	Strategic Marketing	100	70	30	4	4
MBADMM-405	Rural and Agribusiness Marketing	100	70	30	4	4
MBADMM-406	Retail and Mall Management	100	70	30	4	4

HUMAN RESOURCE MANAGEMENT

Semester-III

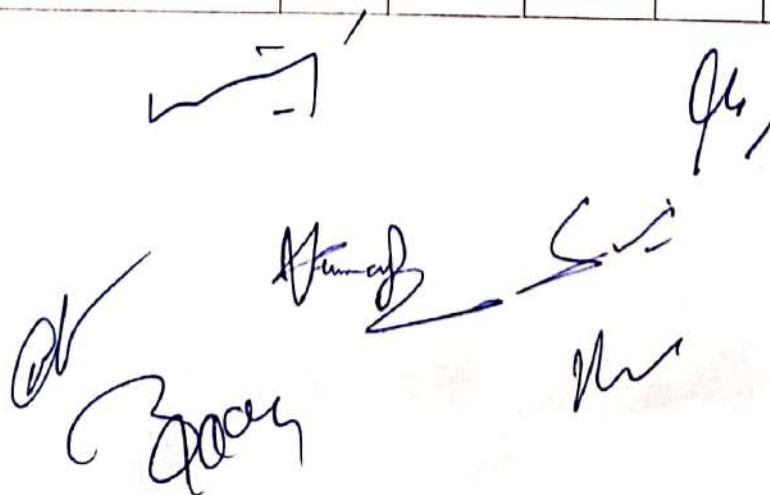
<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADHRM-301	Management of Industrial Relations	100	70	30	4	4
MBADHRM-302	Indian Labour Legislation	100	70	30	4	4
MBADHRM-303	Group Dynamics and Leadership Excellence	100	70	30	4	4
MBADHRM-304	HR Analytics	100	70	30	4	4
MBADHRM-305	HRD: Systems & Strategies	100	70	30	4	4
MBADHRM-306	Competency Mapping & Assessment Centres	100	70	30	4	4

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADIIRM-401	Training and Development	100	70	30	4	4
MBADIIRM-402	Strategic Human Resource Management	100	70	30	4	4
MBADIIRM-403	Change Management & Organisational Development	100	70	30	4	4
MBADIIRM-404	Counselling, Mentoring and Negotiation Skills	100	70	30	4	4
MBADIIRM-405	Compensation & Reward Management	100	70	30	4	4
MBADHRM-406	Talent Acquisition and Performance Management	100	70	30	4	4

INTERNATIONAL BUSINESS**Semester-III**

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADIB-301	International Accounting	100	70	30	4	4
MBADIB-302	Foreign Exchange Management	100	70	30	4	4
MBADIB-303	Export-Import Procedures and Documentation	100	70	30	4	4
MBADIB-304	India's Foreign Trade and Policy	100	70	30	4	4
MBADIB-305	International Business Environment	100	70	30	4	4
MBADIB-306	International Logistics	100	70	30	4	4



Handwritten signatures and marks are present below the table, including a large signature on the left, a signature in the center, and a signature on the right.

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADIB-401	International Financial Markets	100	70	30	4	4
MBADIB-402	International Marketing	100	70	30	4	4
MBADIB-403	International Financial Management	100	70	30	4	4
MBADIB-404	International Strategic Management	100	70	30	4	4
MBADIB-405	Cross-cultural and Global Management	100	70	30	4	4
MBADIB-406	Regional Economic Blocks	100	70	30	4	4

INFORMATION TECHNOLOGY**SEMESTER-III**

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADITM-301	Business Intelligence and Analytics	100	70	30	4	4
MBADITM-302	Enterprise Resource Planning	100	70	30	4	4
MBADITM-303	Relational Database Management System	100	70	30	4	4
MBADITM-304	E-Customer Relationship Management	100	70	30	4	4
MBADITM-305	System Analysis and Design	100	70	30	4	4
MBADITM-306	Knowledge Management Systems	100	70	30	4	4

Handwritten signatures and marks are present at the bottom of the page, including a large signature on the left and several smaller ones on the right.

SEMESTER-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADITM-401	Data Warehousing and Data Mining	100	70	30	4	4
MBADITM-402	Software Engineering	100	70	30	4	4
MBADITM-403	E-Business Financial Modeling	100	70	30	4	4
MBADITM-404	Internet and Web Designing	100	70	30	4	4
MBADITM-405	E-Commerce	100	70	30	4	4
MBADITM-406	Information Security and Cyber Laws	100	70	30	4	4

BUSINESS ANALYTICS**Semester-III**

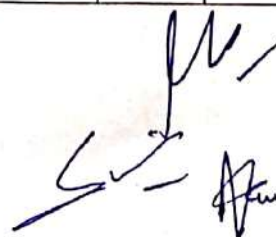
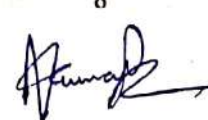
<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADBA-301	Business Analysis using Excel	100	70	30	4	4
MBADBA-302	Fundamental of Econometrics	100	70	30	4	4
MBADBA-303	Data Mining and Data Warehousing	100	70	30	4	4
MBADBA-304	Decision Modeling and Data Analysis	100	70	30	4	4

Semester-IV

<i>Paper Code</i>	<i>Title of Course</i>	<i>Total Marks</i>	<i>External Marks</i>	<i>Internal Marks</i>	<i>Hours</i>	<i>Credits</i>
MBADBA-401	Time Series Data Analysis	100	70	30	4	4
MBADBA-402	Applied Multivariate Analysis	100	70	30	4	4
MBADBA-403	Financial Modeling	100	70	30	4	4
MBADBA-404	Predictive Analysis for Business Decision	100	70	30	4	4





MBAD-101: Management Process and Organizational Behaviour

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objectives of the paper is to familiarize the students with basic management concepts and behavioural processes in the organization.

Course Contents

Unit-I: Management: Meaning, Nature, Significance; Evolution of management thought; Managerial Processes, Principles, Functions, Skills and Roles of a Manager in an organization.

Unit-II: Planning (Strategies, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (HR Functions), Directing (Leadership, Motivation and Communication) and Controlling (Control Measures).

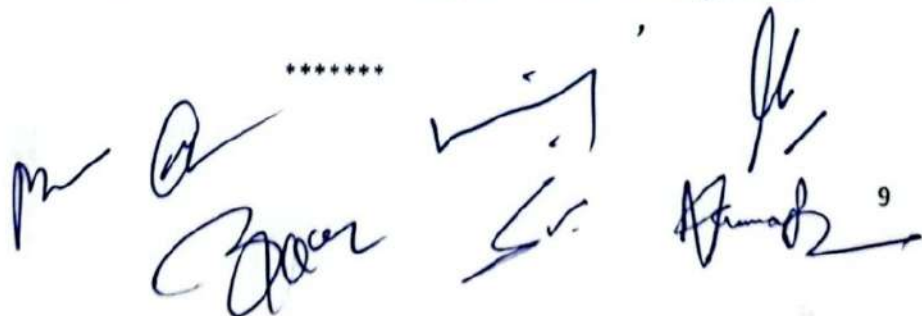
Unit-III: Modern Management Approaches & Concepts; Contemporary Management Issues and Challenges; Guidelines for Managerial Excellence and Success in Contemporary business environment.

Unit-IV: Understanding and Managing Individual Behaviour: Personality & Personality Attributes; Perception and Attribution; Values and Attitudes; Emotions & Emotional Intelligence; Learning; Understanding and Managing Group Processes- Interpersonal and Group Dynamics; Power and Politics at work.

Unit-V: Organizational Culture; Learning Organizations and Organizational Learning; Organizational Change; Organizational Development; Organizational Effectiveness: Concept, Perspectives & Approaches; Conflict Management, Negotiations and Stress Management; Workplace Spirituality; Happiness Quotient.

Suggested Readings:

1. Robbins, S.P.: *Management Concepts*. Pearson Education India, New Delhi.
2. Koontz, Weillrich: *Management: A Global and Entrepreneurial Perspective*. McGraw Hill.
3. Jones and George: *Contemporary Management*. McGraw Hill.
4. Richard L. Draft: *The New Era of Management*. Cengage India.
5. Mullins, J.: *Management and OB*. Pearson Education.
6. Stoner, J.: *Management*. Prentice Hall of India, New Delhi.
7. Koontz: *Essentials of Management*. Tata McGraw-Hill.
8. Chandan, J.S.: *Management Concepts and Strategies*. Vikas Publishing House.



MBAD-102: Fundamentals of Statistics for Business Decisions

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to make the students learn about the application of statistical tools and techniques for decision- making.

Course Contents

Unit-I: Application of probability and probability distributions in business decision making: probability theory; classical, relative and subjective probability. Addition and multiplication probability models; conditional probability and Baye's theorem. Probability distributions: binomial, poisson, and normal distributions: characteristics and applications.

Unit-II: Application of sampling and sampling methods in business decision-making; sampling and non-sampling errors; law of large number and central limit theorem; sampling distributions and their characteristics.

Unit-III: Statistical estimation and testing; point and interval estimation of population mean, proportion, and variance; hypotheses testing: parametric and non-parametric tests.

Unit-IV: Time series and forecasting- introduction, objectives and identification of trends-variation in time series, secular variation, cyclical variation, seasonal variation and irregular variation. Methods of estimation of trends- moving average and least square method.

Unit-V: Index Numbers-meaning, types, uses, issues in constructing and using index numbers. Data analysis using software packages: Microsoft Excel and SPSS.

Suggested Readings:

1. Hooda, R.P.: *Statistics for Business and Economics*. Macmillan, New Delhi.
2. Heinz, Kohler: *Statistics for Business & Economics*. Harper Collins, New York.
3. Heinz, LW: *Quantitative Approach to Managerial Decisions*. Prentice Hall, NJ.
4. Lawrence, B. Morse: *Statistics for Business & Economics*. Harper Collins, NY.
5. Levin, Richard I and David S Rubin: *Statistics for Management*. Prentice Hall, Delhi.
6. Watsnam Terry J. and Keith Parramor: *Quantitative Methods in Finance International*. Thompson Business Press, London.



MBAD-103: Managerial Economics

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objectives of this course is to acquaint the students with concepts and techniques used in Micro—Economic Theory and to enable them to apply this knowledge in business decision- making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents

Unit-I: Nature and Scope of Managerial Economics. Basic concepts of economic used in managerial decision making; Objective of a firm: Wealth, profit and sales maximization.

Unit-II: Demand function: Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting.

Unit-III: Short-run and long-run production functions; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; Pricing strategies and tactics.

Unit-IV: National Income— Alternative concepts, measurement and determination of National income; Inflation—types, measurement and control: Monetary and Fiscal Policies.

Unit-V: Currency flows and exchange rate determination. Contemporary issues in Managerial economics globally.

Suggested Readings:

1. Peterson, Lewis. *Managerial Economics*. Prentice Hall of India, N. Delhi.
2. Salvatore. *Managerial Economics in Global Economy*. Thomson learning, Bombay.
3. EF. Brigham And J.L. Pappas. *Managerial Economics*. Dryden Press, Illinois.
4. Dwivedi, D.N. *Managerial Economics*. Vikas Publishing House, New Delhi.
5. Mehta, P.L. *Managerial Economics*. Sultan Chand, New Delhi.



MBAD-104: Financial Accounting

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning decision-making and control.

Course Contents

Unit-I: Accounting for Decision Making- A Managerial Perspective, Financial Accounting and Management Accounting. Accounting as an information system, Indian Accounting Standards, IFRS. Preparation of financial statements as per schedule VI of Companies Act, 2013.

Unit-II: Depreciation accounting and inventory valuation: Introduction and methods of depreciation, methods of inventory valuation, ABC Analysis, VED, JIT analysis and inventory valuation policies of Indian Companies.

Unit-III: Financial statement analysis: Meaning, significance, major tools of analysis- Ratio analysis; Funds flow analysis and Cash flow analysis; Marginal costing; Cost Volume Profit and Break even analysis, contribution margin, profit volume graph, make or buy decision, dropping a product line and accepting a special order.

Unit-IV: Budgeting: conceptual framework; types of budget: Master budget, Zero-base budgeting, fixed and flexible budgeting. Responsibility accounting and segmental analysis: meaning, types, process and advantages.

Unit-V: Transfer pricing: objectives, transfer pricing methods; Contemporary issues in accounting: HR accounting, life cycle costing.

Suggested Readings:

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. *Accounting: Text and Cases*. New Delhi: Tata McGraw Hill.
2. Albrecht, W. S., Stice, D. J., E. K., Monte, R., & Swain, R.M. *Accounting: Concepts and applications*. U.S.A: South Western.
3. Belverd, E., Needles, Jr. and Powers, M. *Principles of Financial Accounting*. South Western Publication.
4. Garrison, R.H., Noreen, E.W. *Managerial Accounting*. New Delhi: Tata McGraw Hill.

Handwritten signatures and marks, including a large '12' at the bottom right.

MBAD-105: Business Communication

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to make students familiar with the basic fundamentals of business communication.

Course Contents

Unit-I: Introduction to Business Communication: Definition, Importance of Communication Management and Process of Business Communication, Forms of Business Communication, Channels of Communication.

Unit-II: Effective Communication Skills and Barriers and Gateways to Effective Communication, Emerging issues in Business Communication.

Unit-III: Style of Business Writing Business Letters, Memos and Applications, Report Writing; Communication Skills: Negotiation Skills, Presentation Skills, Interview skills, Group Discussion.

Unit-IV: Language Skills: Listening, Speaking, Reading, and Writing. Business Etiquettes, Legal aspects of Business Communication.

Unit-V: Organizational Communication: Components of Organization Communication, Internal and External communication in Organization, and Communication Structure in an Organization. Ethics and Business Communication. Communication delivery in virtual era.

Suggested Readings:

1. Sinha, K. K.: *Business Communication*. Galgotia Publishing Company.
2. Pradhan, Homai, et al: *Business Communication*. Himalaya Publishing House.
3. Paul, Rajendra and Korthalli, J.S. *Business Communication*. Sultan Chand and Sons.
4. Murphy, Herta A. Hildebrandt, Herbert W. and Thomas, Jane P. *Effective Business Communications*. McGraw-Hill Publishing Co.

MBAD-106: Indian Economy and Business Environment

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The course aim is to provide students with a comprehensive understanding of the business environment in India. Students will gain insights into the dynamics and challenges of the Indian business landscape.

Course Contents

Unit-I: Business Environment: Meaning and Nature, In-depth analysis of various micro and macro environmental factors affecting firm.

Unit-II: Policies and Acts Influencing Business in India: Industrial Policy, Monetary and Fiscal Policy, EXIM Policy, Competition Act, FDI Policy, FEMA and money laundering.

Unit-III: International Economic Linkage: WTO and its impact on Indian Business, Prominent Economic Groupings and their relevance.

Unit-IV: Public Sector and MSME Sector of India: Public Sector in India - Rationale, Performance and Reforms, Public- Private Partnership, Small and Medium Enterprises: Significance, Problems and Government Support.

Unit-V: Current State of Business Environment in India: Economic reforms and the labour reforms, FDI Trends and currency flows, Goods and services legislations. NPAs and SARFEASI Act, Emerging Sectors in Indian Economy.

Suggested Readings:

1. Sundram, KPM, Datt, G and Mahajan, A: *Indian Economy*. S Chand.
2. Misra, S.K and Puri, V.K: *Indian Economy*. Himalaya Publisher.
3. Worthington, I and Britton, C: *The Business Environment*. Prentice Hall.
4. Cherunillam, F: *A Course Book on Business Environment*. Himalya Publishers.
5. Daniel, JD and Radebangh, LH: *International Business*. Addison Wesley Publishing Company.
6. Aswathapa, K: *Business Environment*. Excel Books.
7. Bedi, SK: *Business Environment*. Excel Books.

MBAD-201: Human Resource Management

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The course aim is to provide students with a comprehensive understanding of the business environment in India. Students will gain insights into the dynamics and challenges of the Indian business landscape.

Course Contents

Unit-I: Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM; HR Philosophy, HR Policies; Theoretical Perspectives; HR Models; HR Challenges in a changing business environment.

Unit-II: Human Resource Planning and Forecasting; Job Analysis; Recruitment, Selection and Retention of human resources; Placement, Induction and Socialisation; Learning, Training and Development, Performance Appraisal; Performance Management and Potential Appraisal.

Unit-III: Career Management; Job Evaluation; Compensation Management, Rewards and Recognition Programs; Employee Separations Practices; Industrial Relations and Trade Unions; Industrial Dispute/Conflict Resolution and Grievance Management; Occupational Safety and Health; HR Ethics.

Unit-IV: Talent Management, E-HRM; High Performance Work Systems; High Performance HR Practices; HR Analytics; HRIS, Competency Based HRM; Six Sigma in HR; Employee Counselling, Assessment Centers, Virtual Workspaces.

Unit-V: Employee Engagement; Measurement of HR Function; HR Metrics, HR Accounting, HR Scorecard; Social Media and HR; HR Issues in Mergers and Acquisitions; HRM in Service Sector.

Suggesting Readings:

1. Dessler and Varakkey: *Human Resource Management*. Pearson Education.
2. K., Aswathapa: *Human Resource Management: Text and Cases*. Tata McGraw Hill, New Delhi.
3. Sanghi, S. *Human Resource Management*. Macmillan India Publication.
4. Aggarwala, Tanuja. *Strategic HRM*. Oxford University Press.
5. Armstrong, Michael. *Handbook of HRM Practice*. Kogan Page.
6. P. Jyothi. *Human Resource Management*. Oxford University Press.
7. V.S.P. Rao. *Human Resource Management*. Himalaya Publication House.

N

Handwritten signatures and marks.

15

MBAD-202: Computer Applications in Management

Maximum Marks: 100

External Marks: 50

Practical Marks: 50

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying three marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (*two* questions from each unit) carrying seven marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objectives of this course is to include developing an appreciation of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

Course Contents

Unit-I: Computers: An introduction; Computers in business; Elements of computer system set-up; Indian computing environment; components of a computer system Computer languages.

Unit-II: Number system PC Software Packages - An Introduction - Disk Operating System and Windows; Introduction to Word Processor. Introduction to a spreadsheet software.

Unit-III: Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet.

Unit-IV: Data Files- Types/Organization; Master & Transaction File; Relevance of Data Base Management; Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures.

Unit-V: Network Fundamentals, Analog and Digital Signals, Band width, Network Topology, Network Applications.

Suggested Readings:

1. Gill, N.S. : Computer Network Krishna Publishing House, New Delhi.
2. V.Raja Reman Fundamentals of Computers, PHI, New Delhi.
3. White: Data Communications and Computer Network, Thomson Learning, Bombay.
4. B.Ranu: Computer Fundamentals, New Age Ltd.
5. Leon & Leon: Introduction to Computerrs, Vikas Publishing House, New Delhi.
6. Douglas, E. Corner : Computer Network and Internet, Pearson Education, New Delhi.

16

MBAD-203: Marketing Management

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Unit-I: Marketing: Meaning, Nature, Scope, Core Marketing Concepts, Corporate Orientation toward the marketplace, The dynamic marketing Environment, Ethical issue in marketing.

Unit-II: STP (Segmentation, Targeting and Positioning), Product Decisions: Concept, Types, Level, Product Development and Life cycle, Pricing Decisions: Pricing Method, Pricing Strategy, Factors affecting New Product Price determination.

Unit-III: Integrated Marketing Communication: Concept, Promotion-Mix: Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, functions, channel management decisions, Channel Institution.

Unit-IV: Marketing Research: meaning, scope, process and techniques; Consumer Behaviour: meaning, importance, Buying Decision Process, factors affecting consumer buying behaviour. Customer Relationship Management: Role of CRM, Process, Architectural element of CRM.

Unit-V: New development in Marketing: Green Marketing, Sustainable Marketing, Relationship Marketing, Ambush Marketing, Digital Marketing, Reasons for and benefits of going international; entry strategies in International Marketing.

Suggested Readings:

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. *Marketing*. Tata McGraw-Hill.
2. Kotler, P. and Armstrong, G. *Principles of Marketing*. Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. *Marketing Management: A South Asian Perspective*. Pearson.
4. Ramaswamy, V. S. and Namakumari, S. *Marketing Management: Global perspective, Indian context*. Macmillan.
5. Saxena, R. *Marketing Management*. Tata McGraw Hill.

MBAD-204: Financial Management

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

Course Contents

Unit-I: Introduction to financial management- scope, functions of finance, financial goals; agency problems: managers' versus shareholders' goals; time value of money, sources of finance.

Unit-III: Investment decisions- nature, importance and types of investment decisions; difficulties in determining cash flows, investment evaluation criteria-net present value, internal rate of return, profitability index, payback (including discounted payback), accounting rate of return.

Unit-II: Cost of capital- meaning, significance, and determining components of cost of capital; calculation of capital-debt, preference capital, equity capital and weighted average cost of capital.

Unit-IV: Financial and operating leverage- meaning and measures of financial leverage and operating leverage; capital structure- theories of capital structure, practical aspects in determining capital structure and optimum capital structure.

Unit-V: Dividend theory and policy- factors determining dividend policy, objective of dividend policy, forms of dividend theories of dividend; working capital management- working capital policies, risk-return trade-off, cash management, receivables management.

Suggested Readings:

1. Hamton, John: *Financial Decision-Making*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Khan, M.Y. and Jam, P.K.: *Financial Management*. McGraw Hill.
3. Prasanna Chandra: *Financial Management*. McGraw Hill.
4. Pandey, I.M.: *Financial Management*. Vikas Publication House.
5. Van Home, James C.: *Financial Management and Policy*. New Delhi, Prentice Hall of India.
6. Winger, Bemard and Mohan, Nancy: *Principles of Financial Management*. New York, Macmillan Publishing Company.
7. Kishore, Ravi M.: *Financial Management*. Taxmann Publishers, New Delhi.



MBAD-205: Business Research Methods

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

Course Contents

Unit-I: Introduction to Research Methodology: Research-Meaning, Nature, Scope, need and Managerial value of Business Research; Concepts in Research: Variables, Qualitative and Quantitative Research, Process of Research, Research Proposal.

Unit-II: Research Design- Concept and Types- Exploratory, Descriptive, Experimental Research Design; Sampling Design; Techniques, Factors influencing Sample Size, Measurement Scales- Concept, Types of Measurement Scales, Scaling techniques.

Unit-III: Method of Data Collection- Questionnaire/Schedule; questionnaire Designing, Interview and Observational Methods; Data analysis and Interpretation, Data Editing, Coding and Tabulation.

Unit-IV: Hypothesis: Meaning, Nature, Significance, Types of Hypothesis, Hypothesis Testing- an Overview of Parametric and Non-Parametric tests (Z test, T- Test, Chi square test, Mann Whitney test, Kruskal-Wallis H- Test), Use of Statistical Tools such as Correlation, Regression.

Unit-V: Advance Techniques of Data Analysis: Factor analysis, Conjoint Analysis, Cluster Analysis & Multidimensional Scaling, Report Writing- purpose, steps and format of research report, Essentials of a Good Report, Ethics in Research, Plagiarism.

Suggested Readings:

1. Malhotra, Naresh K. *Marketing Research: An Applied Orientation*. Pearson.
2. Cooper, Schindler and Sharma: *Business Research Methods*. Tata McGraw Hill.
3. Boyd & Westfall. *Marketing Research*. Prentice Hall.
4. Kothari, C.R. *Research Methodology*. New Age International Publishers.
5. Shekharan & Uma. *Business Research Methods: A Skill-Building Approach*. John Willy.
6. Creswell, John W. *Research Design: Qualitative & Quantitative Methods*. John Willy.
7. Sandhi and Chawla. *Research Methodology: Concepts and Cases*. Vikas Publications.

MBAD-206: Production and Operations Management

Maximum Marks: 100

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Note: The Paper-Setter shall set *eleven* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *five* short answer type questions from the whole of the syllabus carrying four marks each, which shall be compulsory. **Part 'B'** shall comprise *ten* questions (two questions from each unit) carrying ten marks each. The student will be required to attempt *five* questions selecting *one* question from each unit.

Objective: The course is designed to acquaint the students with decision making in planning, scheduling and control of production and operations functions in both manufacturing and services; Productivity improvement in operation through layout engineering and quality management etc.; Effective and efficient flow, replenishment, and control of materials with reference to both manufacturing and services organization.

Course Contents

Unit-I: Nature and Scope of Production and Operations Management; Types of production systems: Project, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques.

Unit-II: Facility Layout - Objectives, Advantages, Basic Types of Layouts; Material Handling: Principles and Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning.

Unit-III: Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling; Maintenance Management; Work Study: Method Study and Work Measurement.

Unit-IV: Material Management: An Overview of Material Management; Inventory Management - objectives, factors, process and inventory control techniques.

Unit-V: Just-in Time (JIT); Purchase Management; Stores Management; Quality Assurance: Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

Suggested Readings:

1. Admn, E. E. and Ebert, R. J. *Production and Operations Management*. Prentice Hall of India.
2. Chary, S. N. *Production and Operations Management*. Tata McGraw Hill.
3. Ashwathapa. *Production and Operations Management*. Himalaya Publishing House.
4. Dobler, Conald W and Lee, Lamar: *Purchasing and Materials Management*. McGraw Hill.
5. Chunawalla and Patel: *Production and Operations Management*. Himalaya Publishing House.
