

## UNIVERSITY OF JAMMU

### MASTER OF BUSINESS ADMINISTRATION (MBA) (CBCS)

Semester-I			
Course Code	Paper	Credits	L-T-P
PSMBTC101	Management Perspective	4	3-1-0
PSMBTC102	Principles of Marketing	4	3-1-0
PSMBTC103	Legal Aspects of Business	4	3-1-0
PSMBTC104	Managerial Economics	4	3-1-0
PSMBTC105	Accounting for Managers	4	3-1-0
PSMBTC106	IT Applications in Management	4	3-1-0
PSMBTC107	Quantitative Techniques	4	3-1-0
PSMBTC108	Organizational Behaviour	4	3-1-0
PSMBTC109	Business Communication	2	0-0-2
PSMBVC110	Viva-Voce	2	0-0-2
	Total	36	
Semester-II			
Course Code	Paper	Credits	L-T-P
PSMBTC201	Business Environment	4	3-1-0
PSMBTC202	Marketing Management	4	3-1-0
PSMBTC203	Management Science	4	3-1-0
PSMBTC204	Human Resource Management	4	3-1-0
PSMBTC205	Financial Management	4	3-1-0
PSMBTC206	Operations and Material Management	4	3-1-0
PSMBTC207	Management Information and Decision Support Systems	4	3-1-0
PSMBTC208	Business Research Methods	2	1-1-0
PSMBTC209	Sales Tools & Technique	2	1-1-0
PSMBVC210	Viva-Voce	2	0-0-2
	Total	34	

*Atul Sharma*  
19/6/19  
Convener,  
BOS in Management

Master of Business Administration  
MBA (CBCS)

Semester- I

Course Title: Management Perspectives Maximum Marks: 100 Marks

Course No.: PSMB TC101 Semester Examination: 60 Marks

Minimum Contact hrs.: 45 Internal Assessment: 40 Marks

Duration of Examination: 3 hours

Total Credits: 4

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

### OBJECTIVES

The objective of the course to familiarize the participants with the basic concepts, processes and current issues in management and thus to enhance their understanding of how organizations function and the complex relationship existing within the organization and processes of management.

### UNIT-I

The management process and the nature of managerial work; the evolution of management. Current and emerging management thought: Approaches to management; the manager's complex environment; Professionalization of management in India. The nature and process of decision-making. Decision making models: Groups and decision-making analytical aids in decision making.

### UNIT-II

Nature, purpose and framework of Planning: types of plans. The nature of objectives and MBO; Strategies, Policies and Planning Premises. Nature and purpose of organizing; Determinants of organization structure; Basic Departmentation; Line and staff concept, New approaches in organization design; Downsizing and its implications; Span of management; Authority relationships; Delegation and decentralization; Organization Climate; Organizational change Creativity and innovation.

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Master of Business Administration  
MBA (CBCS)

Semester- I

Course Title: Management Perspectives Maximum Marks: 100 Marks

Course No.: PSMB TC101 Semester Examination: 60 Marks

Minimum Contact hrs.: 45 Internal Assessment: 40 Marks

Duration of Examination: 3 hours

Total Credits: 4

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

OBJECTIVES

The objective of the course to familiarize the participants with the basic concepts, processes and current issues in management and thus to enhance their understanding of how organizations function and the complex relationship existing within the organization and processes of management.

UNIT-I

The management process and the nature of managerial work; the evolution of management. Current and emerging management thought: Approaches to management; the manager's complex environment; Professionalization of management in India. The nature and process of decision-making. Decision making models: Groups and decision-making analytical aids in decision making.

UNIT-II

Nature, purpose and framework of Planning: types of plans. The nature of objectives and MBO; Strategies, Policies and Planning Premises. Nature and purpose of organizing; Determinants of organization structure; Basic Departmentation; Line and staff concept, New approaches in organization design; Downsizing and its implications; Span of management; Authority relationships; Delegation and decentralization; Organization Climate; Organizational change Creativity and innovation.

## UNIVERSITY OF JAMMU

### MASTER OF BUSINESS ADMINISTRATION (MBA) (CBCS)

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PSMBTC107	Quantitative Techniques	4	3-1-0
PSMBTC108	Organizational Behaviour	4	3-1-0
PSMBTC109	Business Communication	2	0-0-2
PSMBVC110	Viva-Voce	2	0-0-2
	Total	36	
Semester-II			
Course Code	Paper	Credits	L-T-P
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PSMBTC202	Marketing Management	4	3-1-0
PSMBTC203	Management Science	4	3-1-0
PSMBTC204	Human Resource Management	4	3-1-0
PSMBTC205	Financial Management	4	3-1-0
PSMBTC206	Operations and Material Management	4	3-1-0
PSMBTC207	Management Information and Decision Support Systems	4	3-1-0
PSMBTC208	Business Research Methods	2	1-1-0
PSMBTC209	Sales Tools & Technique	2	1-1-0
PSMBVC210	Viva-Voce	2	0-0-2
	Total	34	

*Allo Dains*  
19/6/19

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BOS in Management*



Master of Business Administration  
MBA (CBCS)

Semester- I

Course Title: Management Perspectives Maximum Marks: 100 Marks

Course No.: PSMB TC101 Semester Examination: 60 Marks

Minimum Contact hrs.: 45 Internal Assessment: 40 Marks

Duration of Examination: 3 hours

Total Credits: 4

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

UNIT-III

Direction as a management process: it's significance and main elements; Coordination-it's importance and techniques; Nature, scope and concept of management control system; control techniques; Information resource management; Behavioral implications of management control.

UNIT-IV

Knowledge management; Total quality management; Business process re-engineering; New people management; management of productivity; Organizing new ventures; Comparative management in selected countries; International management and MNCs; Corporate Governance; Theory of constraints: Issues and concerns.

Note for the paper setting:

The Question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidates will be required to attempt any four questions out of six.

Suggested Readings:

Koontz and O'Donnel	:	Essentials of Management
G.R.Terry	:	Principles of Management
Koontz and Weihrich	:	Management: A Global Perspective
Peter F. Drucker	:	Management: Tasks and Responsibility
Brtan & Thakur	:	Management Today - Principles & Practices
Study Material	:	

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Master of Business Administration  
MBA (CBCS)

Semester- I

Course Title: Principles of Marketing  
Course Number: PSMBTC102  
Minimum Contact Hours: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 marks  
Semester Examination: 60 marks  
Internal Assessment: 40 marks

(For the examination to be held in Dec. 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**

Importance and Scope of Marketing; Core Marketing Concepts; Marketing Management Philosophies; Marketing and Customer Value; Marketing Plan; Marketing Research Process; Marketing Productivity.

**Unit II**

~~Market Segmentation;~~ ~~Bases of Segmentation-~~ Consumer Markets and Business Markets; Selecting Target Markets; Understanding Consumer Behavior; Consumer Decision Making Process; Factors Influencing Consumer Buying Decisions; Competitor Analysis; Competitive Strategies for Market Leaders, Challengers and Followers.

**Unit III**

Marketing Mix concept; Components of Marketing mix for products; Components of Marketing mix for Services; Brand Equity Models; Brand Value; Product Life Cycle Marketing Strategies; Business Marketing; Types of Business Customers; Business Buying Process.

**Unit IV**

Direct and Digital Marketing; Relationship Marketing; Social Media Marketing; Mobile Marketing; Ethics in Marketing; Sustainable Marketing

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Master of Business Administration  
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Semester- I

Course Title: Principles of Marketing  
Course Number: PSMBTC102  
Minimum Contact Hours: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 marks  
Semester Examination: 60 marks  
Internal Assessment: 40 marks

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

**Note for Paper Setter**

The question paper shall contain two parts A and B. In part A setter will be required to set ten short answer questions (of two marks each) from any part of the syllabus. In part B, a total of 6 long answer questions (of ten marks each) will be set by selecting atleast one question from each

unit of the syllabus. Part A shall be compulsory and in part B the candidate will be required to attempt any four questions out of six.

**Recommended Books**

- Marketing Management- A South Asian Perspective by Philip Kotler, Kevin Lane Keller, Abraham Koshy and M Jha, 14th Edition, Pearson (2014), India.
- 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.

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Master of Business Administration  
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Semester- I

Course Title: Legal Aspects of Business  
Course No.: PSMBTC103  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours

Maximum Marks: 100 Marks  
Semester Examination: 60 Marks  
Internal Assessment: 40 Marks  
Total Credits: 4

(For the examination to be held in Dec. 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**

Forms of Business, Business Laws in India, 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. 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.

**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.

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Master of Business Administration  
MBA (CBCS)

Semester- I

Course Title: Legal Aspects of Business  
Course No.: PSMBTC103  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours

Maximum Marks: 100 Marks  
Semester Examination: 60 Marks  
Internal Assessment: 40 Marks  
Total Credits: 4

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

**Note for the paper setting:**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**References**

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

*Ashok Sharma*

Master of Business Administration

MBA (CBCS)

Semester- I

Course Title: Managerial Economics

Course No: PSMBTC 104

Contact Hours: 45

Total credits: 4

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

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

**Objective:**

The objective of this foundation course is to impart basic knowledge of the concepts and tools of economic analysis and their application to business decision making to acquaint learners with the main features of the aggregate economic system.

**Unit I- Introduction to Managerial economics**

Nature and scope of managerial economics, Circular flow of economic activity, Demand Analysis – Demand function, Law of Demand, Determinants of Demand, Demand Elasticity- Price, Income, Cross and Advertising; their use in Managerial Decision Making. Demand Forecasting: Methods and their application. Production function – in short run and long run. Economies of Scale and scope.

**UNIT II- Cost Theory and analysis**

Cost Analysis: Cost Concepts , types of Cost; Accounting/Economic Analysis; production and cost, relevance of different types of cost in business decision-making; Cost function – short run and long run; estimating cost function.

**UNIT III- Market structure & Pricing of Goods and Services**

Market structure and degree of competition, profit maximization, price and output determination in the short-run and long run: in perfect competition, monopoly, monopolistic competition and oligopoly; Price rigidity: Kinked Demand Model; Discriminating Monopoly. Pricing of Goods: pricing of multiple products, Peak load pricing, cost plus or mark up pricing, product bundling, cyclic pricing and other pricing strategies.

**UNIT IV- Macro Economics for managerial Decision Making**

Business cycles: concept, Impact and tools to manage business cycle, Fiscal and Monetary policy: objectives and tools; consumption function; Concept of National Income, Inflation,

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Master of Business Administration

MBA (CBCS)

Semester- I

Course Title: Managerial Economics

Course No: PSMBTC 104

Contact Hours: 45

Total credits: 4

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

**Note for Paper Setting**

The question paper shall contain two parts A and B. In part A the paper setter shall be required to set short questions (two marks each) from any part of the syllabus. In part B, a total of six long questions (ten marks each) will be set selecting at least one question from each unit of the syllabus. Part A shall be compulsory and in part B the candidate will be required to attempt any four questions out of six.

**Recommended Books**

- Joel Dean, *Managerial Economics*, Prentice-Hall of India Pvt. Ltd., New Delhi, 1998.
- Ravindra H. Dholakia, *Microeconomics for Management Students*, Oxford University Press, Delhi, 2007.
- Michael Bays; Mote, Paul and Gupta, *Managerial Economics: Concepts and Cases*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 34th Edition.
- Craig H. Peterson, W. Cris Lewis, and Sudhir K. Jain, *Managerial Economics* – Pearson, *Fourth Edition*.
- Varshney, R.L and Maheswari, K L: "Managerial Economics", Sultan Chand and Sons, New Delhi, 2002.
- Dwivedi D N: "Managerial Economics", Vikas Publishing House Private Limited, New Delhi, 2009
- P.N.Chopra: "Managerial Economics", Kalyani Publications, New Delhi, 2011

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Master of Business Administration  
MBA (CBCS)

Semester- I

Course Title: Accounting for Managers  
Course No.: PSMBTC105  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in Dec. 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. 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.

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

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Master of Business Administration  
MBA (CBCS)

Semester- I

Course Title: Accounting for Managers  
Course No.: PSMBTC105  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

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

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Books Recommended:**

Accounting Principles	Anthony R.N. and Reece, 6 <sup>th</sup> 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., 5 <sup>th</sup> ed., New Delhi, Sultan Chand, 1992

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Master of Business Administration  
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Semester- I

Course Title: IT Applications in Management  
Course No.: PSMBTC106  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

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

**OBJECTIVES**

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, Operation 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, Sorting, Filtering, Validation, Consolidation, Graphics; Creating Charts; Formatting charts, labels, scaling etc, Error Checking, Formula Auditing; Various Mathematical and Statistical Functions, Other Formatting and Editing Functions, What-if analysis,

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Master of Business Administration  
MBA (CBCS)

Semester- I

Course Title: IT Applications in Management  
Course No.: PSMBTC106  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

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

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Book Recommended:**

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, Person

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Master of Business Administration  
MBA (CBCS)  
Semester- I

**Title: Quantitative Techniques**

Course No.PSMBATC107

**Total Credits: 4**  
**Internal 40 Marks**  
**External 60 Marks**

(For the examination to be held in Dec. 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 1**

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

**Unit 2**

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 3**

**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 4**

Non-parametric tests; Chi-Square Distribution; Chi-Square Distribution Statistic; Goodness of Fit; Analysis of variance (ANOVA), One Way and Two Way, Index numbers, Time Series Analysis

**Note for Paper Setting**

**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, 2012

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Master of Business Administration  
MBA (CBCS)  
Semester- I

Course Title: Organizational Behaviour  
Course Number: PSMBTC108  
Minimum Contact Hours: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 marks  
Semester Examination: 60 marks  
Internal Assessment: 40 marks

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

**OBJECTIVES**

- Develop an understanding of the dynamics of individual behaviour at Individual, interpersonal, group and organizational levels;
- Acquire and sharpen such behavioural skills and attitudes as are desirable for improving personal and managerial effectiveness;
- Diagnose and make appropriate interventions in directing employees behavior towards achieving organizational goals.

**UNIT - 1**

Conceptual Framework for Understanding Human Behavior in Organizations and the Major Variables influencing it. Historical Development of Organizational Behavior. Contemporary Challenges and Opportunities in Organizational Behavior. International Dimensions of Organizational Behavior: Managing across Cultures.

**UNIT-II**

Understanding and managing individual behavior: Individual differences and work behavior. Personality and Personality Attributes. Perception and Attribution. Attitudes and Learning. Emotions: Emotional Labour and Emotional Intelligence. Self Growth and Interpersonal Effectiveness: The Johari Window Model. Transactional Analysis: Ego states, Life positions, Transactions.

**UNIT-III**

Group Dynamics and Behavior. Teams: Nature and Effectiveness, Team Building and Interpersonal Relations. Conflict, Negotiations and Stress Management: Processes and Strategies. Organizational Culture: Creating and maintaining a culture. Organizational Change, Organizational Effectiveness and Organizational Development.

**UNIT-IV**

The Organization in relation to its Environment: Culture, Society and Organizations. Learning Organizations. Power and Politics: Bases of Power, Power Tactics, Political strategies for attaining power in organizations. Work Motivation: Contemporary Theories and Approaches. Leadership: Approaches and Styles, Leadership effectiveness.

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Master of Business Administration  
MBA (CBCS)  
Semester- I

Course Title: Organizational Behaviour  
Course Number: PSMBTC108  
Minimum Contact Hours: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 marks  
Semester Examination: 60 marks  
Internal Assessment: 40 marks

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

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of Two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of Ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

**Recommended Books:**

- Luthans Fred (2012): Organization Behaviour (12<sup>th</sup> Ed), Tata Mc Graw Hill, New Delhi.
- Robbins, Judge and Vohra (2011): Organizational Behaviour, Pearson Education, New Delhi.
- Adler, N.J. (2007): International Organizational Behavior, Cengage Learning, New Delhi.
- Neelu Rohmetra and Anil Gupta, "Cross-Cultural Management: Practice and Research", PRIMUS BOOKS, New Delhi, 2014
- Hodgetts, R., Luthans, F. & Doh, J. (2005): International Management (6<sup>th</sup> Ed.), Tata Mc Graw Hill, New Delhi.
- Neelu Rohmetra, Bhanu Pratap Singh and Vishal Sharma, "Business Dynamics: Contemporary Issues and Challenges", Excel Books, New Delhi, 2014
- Hofstede, G. (2001): Culture's Consequences (2<sup>nd</sup> Ed). Sage, New Delhi.
- Neelu Rohmetra and J.R, Dhotra, "Strategic Thought in the New Age Management", EXCEL BOOKS, New Delhi, 2006.
- Hofstede, G., Hofstede, G.J. & Minkov, M. (2010), Cultures and Organizations: Software of the Mind (3rd Ed.), McGrawHill, USA.
- Neelu Rohmetra, Bhanu Pratap Singh and Vishal Sharma "Sustainable Business Practices", EXCEL BOOKS, New Delhi, 2014
- Kast and Resonewieg, Organization and Management-A System and Contingency Approach.

*M. Sharma*



- Neelu Rohmetra and Anuradha Sharma, "Emotional Intelligence in the Telecom Sector: Strategy, Communication and Motivation Connect", Lambert Academic Publishing, 2012
- Hearsay and Blanchard, Management of Organization Behaviour- Utilizing Human Resources Prentice Hall of India, New Delhi.
- Ivacevich and Matterson, Organization Behaviour and Management, Business Publication Inc Plan Texas.
- Neelu Rohmetra, "Cultural Paradigm in Managing People and Organisations", EXCEL BOOKS, New Delhi, 2005
- Newstrom and Keith Davis, Organization Behaviour at work, Tata MC Graw Hill, New Delhi.
- Tyagi, Archana Organization Behaviour - Text, Cases, Games, Himalaya Publishing House, Mumbai.
- Neelu Rohmetra, Vipin Gupta and Dinesh Sharma, "Transformative Organizations Across Globe, Response Books, SAGE INDIA, New Delhi, 2004,

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Master of Business Administration  
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Semester- I

Course Title: Business Communication  
Course No.: PSMBTC109  
Contact Hours.: 25  
Total Credits: 2

Maximum Marks: 50 Marks  
Evaluation: Internal

(For the examination to be held in Dec. 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

**UNIT III**

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

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**References:**

Meenakshi Raman & Prakash Singh  
Krizan, Merrier, Logan & Williams

Business Communication  
Business Communication

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Master of Business Administration  
MBA (CBCS)  
Semester- I

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

PSMBVC110 : 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.

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Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Business Environment  
Course No.: PSMBTC201  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

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

**OBJECTIVES**

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 Business (SCEB), Technological Environment; An introduction to MRTP, FEMA and their impact on business.

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Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Business Environment  
Course No.: PSMBTC201  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

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

**OBJECTIVES**

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 Business (SCEB), Technological Environment; An introduction to MRTP, FEMA and their impact on business.

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Master of Business Administration  
MBA (CBCS)  
Semester- I

**(For the examination to be held in Dec. 2019, 2020 and 2021)**

PSMBVC110 : 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.

*Alu Sharma*



Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Business Environment  
Course No.: PSMBTC201  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

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

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**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.

*Althe Shams*

Master of Business Administration

MBA (CBCS)

Semester- II

Course Title: Marketing Management

Course Number: PSMBTC202

Minimum Contact Hours: 45

Duration of Examination: 3 hours

Total Credits: 4

Maximum Marks: 100 marks

Semester Examination: 60 marks

Internal Assessment: 40 marks

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

**OBJECTIVES**

The course aims to discuss the marketing mix elements in detail and implications in enhancing marketing effectiveness. The students will be able to understand the role of each aspect of marketing mix and respective strategies to build a global marketing organization.

**UNIT I**

Product Characteristics and Classification; Product Hierarchy; Product Line Analysis; Product Mix Decisions; Role of Packaging and Labeling; New Product Development Process; Designing and Managing Services; Service Quality.

**UNIT II**

Pricing-Concept and Importance; Pricing Objectives; Pricing Strategies- New Product Pricing Strategies; Product Mix Pricing Strategies; Price Adjustment Strategies; Ethics and Price Strategy-Unfair Trade Practices, Price Fixing, Predatory Pricing, Illegal Pricing.

**UNIT III**

Marketing Communication Mix; Factors Affecting Marketing Communication Mix; Managing Mass Communication- Advertising, Sales Promotion, Public Relations, Events and Experiences; Managing Personal Communication- Personal Selling, Direct and Interactive Marketing.

**UNIT IV**

Marketing Channels- Retailing; Retailer Marketing Decisions; Retailing Trends and Developments; Wholesaling- Types of Wholesalers; Trends in Wholesaling.

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Master of Business Administration

MBA (CBCS)

Semester- II

Course Title: Marketing Management

Course Number: PSMBTC202

Minimum Contact Hours: 45

Duration of Examination: 3 hours

Total Credits: 4

Maximum Marks: 100 marks

Semester Examination: 60 marks

Internal Assessment: 40 marks

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

**Note for Paper Setter**

The question paper shall contain two parts A and B. In part A setter will be required to set ten short answer questions (of two marks each) from any part of the syllabus. In part B, a total of 6 long answer questions (of ten marks each) will be set by selecting atleast one question from each unit of the syllabus. Part A shall be compulsory and in Part B the candidate will be required to attempt any four questions out of six.

**Recommended Books**

- Marketing Management- A South Asian Perspective by Philip Kotler, Kevin Lane Keller, Abraham Koshy and M Jha, 14<sup>th</sup> Edition. Pearson (2014). India.
- MKTG- A South Asian Perspective by CW Lamb, JF Hair, Dheeraj SharmaC Mc Daniel. Cengage Learning, India (2012)
- MM- A South Asian Perspective by Daen Lacobucci, Avinash Kapoor. Cengage Learning (2011)
- Marketing Management by Dr. K Karunakaran, Himalaya Publishing

*Alu Sharma*

Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Management Science  
Course No.: PSMBTC203  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 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.

**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, Assignment Models

**UNIT-III**

Simple decision problems under certainly risk and uncertainty, Decision with cost pay-off, expected value of perfect information, Expected value of sample information, Efficiency of sample information, Basics of Decision trees Analysis, Game theory - Two person Zero Sum Game, Minimax, Maximin Strategies, Saddle point and Mixed Strategies.

**UNIT-IV**

Network Construction and Analysis, Critical Path Method (CPM), Project scheduling, PERT Analysis, Simulation for Business; Monte Carlo method.

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Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Management Science  
Course No.: PSMBTC203  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

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

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**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.

*Alu Chauhan*

Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Human Resource Management  
Course Number: PSMBTC204  
Minimum Contact Hours: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 marks  
Semester Examination: 60 marks  
Internal Assessment: 40 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 Importance. Models of HRM. Personnel Management vs. HRM. Functions of HRM. Strategic HRM. Structure of HR Department. Role and responsibilities of HR managers. VRIO framework. HRM in a dynamic environment. HRM in MNC's.

#### UNIT-II

Human Resource Forecasting and Planning: Job Design and Job Analysis. Job Evaluation: Job Enrichment and Job Enlargement. Recruitment and Selection Processes, Induction and Placement, Promotions and Transfers. Exit Management: Attrition, Downsizing, Rightsizing and Outplacement. Coaching, Mentoring and Counseling, HRM issues in Outsourcing.

#### UNIT-III

Human Resource Development: Concept and Process. Training and Development: Training Need Analysis, Methods of Training, Pre and Post Training Concerns. Career Development: Executive Development Programs. Performance Appraisal: Process and Techniques. Potential Appraisal. HR Scorecard. Compensation Management.

#### UNIT-IV

Worker's Participation and Empowerment. Work-Life Balance. Quality of Work Life. Talent Management. Employee Engagement. International Human Resource Management. HR concerns in Comparative Management. Human Resource Information System (HRIS). Human Resource Accounting. Human Resource Analytics.

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Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Human Resource Management  
Course Number: PSMBTC204  
Minimum Contact Hours: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 marks  
Semester Examination: 60 marks  
Internal Assessment: 40 marks

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

**Note for Paper Setters**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of Two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of Ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings:**

1. A framework for Human Resource Management: Dessler Gary, Published by Pearson Education (2010), 7th Edition.
2. Human Resource Management: Text and Cases: Rao VSP, Excel books (2010), 3rd edition.
3. ~~Training for Development~~: Lynton R.P., Pareek udai. Sage publication India pvt. Ltd (2011) 3rd Edition.
4. Human Resource Development: Rohmetra Neelu, Anmol Publication House Pvt. Ltd (2005) 1st edition.
5. Strategic Thought in the New Age Management: Rohmetra Neelu, Dhotra J.R. Excel Books (2006)
6. Managing Human Resources: Cascio W.F., nambudiri Ranjeet Tata Mc Graw - hill (2010) 8th edition.
7. Business Dynamics: Contemporary Issues and Challenges: Rohmetra Neelu, Singh B.P and Sharma. Vishal., Excel Books, New Delhi, 2014.
8. Sustainable Business Practices: Rohmetra Neelu, Singh B.P and Sharma vishal EXCEL Books 2014.
9. Managing Human Resources: Mejia L.R.G, Balkin D.B, Cardy R.L., PHI learning Private limited (2012), 7th Edition.

*Alu Sharma*

10. Human Resource Development in Commercial Banks in India: Rohmetra Neelu Ashgate Publishing Co., UK (1998).
11. Cultural Paradigm in Managing People and Organisations: Rohmetra Neelu, Excel Books, New Delhi, India (2005).
12. Transformative Organizations Across Globe: Rohmetra Neelu, Response Books, Sage India (2002).
13. Human Resource management: Haldar Uday, Sarkar Juthika, Oxford University press (2012) 1st edition.

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Master of Business Administration  
MBA( CBCS)  
Semester – II

Course Title: Financial Management  
Course Number : PSMBTC 205  
Minimum Contact Hours: 45  
Duration of Examination: 3 hours  
Total Credit : 4

Maximum Marks: 100 Marks  
Semester Examination: 60 Marks  
Internal Assessment: 40 Marks

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

### OBJECTIVES

The objective of this course is to give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

#### Unit-I

The Finance Function: Nature and Scope; Evolution of finance function, Goals of finance function –Profit vs. Wealth Maximisation; Risk-Return trade off; Concept of Time Value of Money and the basic Financial Modelling.

#### Unit-II

Capital Budgeting: Concept and measurement of cost of capital: cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital, Debt vs. Equity, Importance of cost of capital in capital budgeting decisions. Nature and concept, Techniques –Traditional and DCF methods. The NPV vs. IRR.

#### Unit-III

Capital Structure Decisions: Capital structure vs. financial structure - Capitalization, Financial, Operating and Combined leverage. EBIT-EPS Analysis, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

#### Unit-IV

Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy, Major theories centered on the works of Gordon and Walter. Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, Financing of working capital.

Master of Business Administration  
MBA( CBCS)  
Semester – II

Course Title: Financial Management  
Course Number : PSMBTC 205  
Minimum Contact Hours: 45  
Duration of Examination: 3 hours  
Total Credit : 4

Maximum Marks: 100 Marks  
Semester Examination: 60 Marks  
Internal Assessment: 40 Marks

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

**Note for Paper Setters**

The question paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of Two marks each) from any part of the syllabus. In part B, a total of Six Long Answer Questions (of Ten marks each) will be select selecting at least one question from each unit of the syllabus. Part A shall be compulsory and in part B the candidate will be required to attempt any four questions out of six.

**Suggested Readings**

1. Financial Management – 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.

*Alu Sharma*



Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Operations and Material Management  
Course No.: PSMBTC206  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 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, 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.

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

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Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Operations and Material Management  
Course No.: PSMBTC206  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

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

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

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

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Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Management Information and  
Decision Support Systems  
Course No.: PSMBTC207  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

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

### OBJECTIVES

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, 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-III

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 IV

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 (CBCS)  
Semester- II

Course Title: Management Information and  
Decision Support Systems

Course No.: PSMBTC207

Minimum Contact hrs.: 45

Duration of Examination: 3 hours

Total Credits: 4

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

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

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question

from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- MIS-A contemporary perspective London Kenneth and Laudon Jane, Prentice Hall, New York 1998
- Management Information Systems O' Brien James A, Tata McGraw Hill Edition, New Delhi 1999.
- Business Information Systems Kumar Muneesh, Vikas Publishing House, New Delhi, 1999

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Master of Business Administration  
MBA (CBCS)  
Semester- II

Course Title: Business Research Methods  
Course No.: PSMBTC208  
Contact Hours.: 25  
Total Credits: 2

Maximum Marks: 50 Marks  
Evaluation: Internal

(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**

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

**Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**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.

*Althe Shams*



Master of Business Administration

MBA (CBCS)

Semester- II

Course Title: Sales Tools and Techniques  
Course No.: PSMBTC209  
Contact Hours: 25  
Total Credits: 2

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

**UNIT-I**

Personal Selling: Evolution, Approaches and Process. Building Trust and Sales Ethics, Understanding Buyers, Using Communication Skills in Sales.

**UNIT-II**

Strategic Prospecting, Sales Dialogue planning and Presentation, Creating and Communicating value , Addressing concerns, Earning Commitment, Expending Customer Relationships, Self Leadership and Teamwork.

**UNIT-III**

~~Workshop~~ on Sales Data Management, Workshop on Sales Characteristics.

**Recommended Books:**

1. Ingram, Lafarge, Avila, Schwepker & Williams - SELL 5<sup>th</sup> Edition, CENGAGE, Publishers.
2. Charles M. Futrell - Fundamentals of Selling, 12<sup>th</sup> Edition : MC Graw Hill, Publishers.

Master of Business Administration

MBA (CBCS)

Semester- II

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

PSMBVC210 : 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

Alu Sharma