It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation to the approval of the Academic Council, has been pleased to authorize adoption of the revised Syllabi and Courses of Study in the subject of Business Management for Master's in Business Administration (MBA) 1st Semester for the examination to be held in the years as under along with %age of change:

### Adoption of the revised Syllabi of MBA 1st semester along with %age of Change in each Paper

<table>
<thead>
<tr>
<th>Class</th>
<th>Semester</th>
<th>For the Examinations to be held in the year</th>
<th>%age of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA</td>
<td>I</td>
<td>Dec. 2010, 2011, 2012</td>
<td>approx. 60% change</td>
</tr>
</tbody>
</table>

The alternative question papers are required to be set as per the University regulation given as under:

i).  if the change in the Syllabi and Courses of Study is less than 25%, no alternative Question paper will be set.

ii). if the change is 25% and above but below 50% alternative Question Paper be set for one year.

iii). if the change is 50% and above on whole scheme is changed, alternative Question Paper are set for two years.
# Detailed Syllabus for MBA-Ist Semester

For Examinations to be held in December 2010, 2011, 2012

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA-101</td>
<td>Managerial Economics</td>
<td>100</td>
</tr>
<tr>
<td>MBA-102</td>
<td>Fundamentals of Marketing</td>
<td>100</td>
</tr>
<tr>
<td>MBA-103</td>
<td>Legal Aspects of Business</td>
<td>100</td>
</tr>
<tr>
<td>MBA-104</td>
<td>Management Processes &amp; Organisational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>MBA-105</td>
<td>Accounting for Managers</td>
<td>100</td>
</tr>
<tr>
<td>MBA-106</td>
<td>Computer Applications in Management</td>
<td>100</td>
</tr>
<tr>
<td>MBA-107</td>
<td>Business Research Methods</td>
<td>100</td>
</tr>
<tr>
<td>MBA-108</td>
<td>Written Analysis and Communication (WAC)</td>
<td>50</td>
</tr>
<tr>
<td>MBA-109</td>
<td>Viva Voce</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Seminar on Basic Banking</td>
<td></td>
</tr>
</tbody>
</table>
MBA Semester – I

Course Title: Managerial Economics  Max. Marks: 100 Marks
Course No. MBA-101 Internal Assessment : 30 Marks
Contact Hours : 45 Semester Examination: 70 Marks
Duration of Examination : 3 hours

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 decisions to acquaint participants with the main features of aggregate economic system.

Unit I

Introduction to managerial economics; Demand and Theory Analysis; Demand Estimation; Business and Economic Forecasting; Elasticity of Demand.

Unit II

Production Theory and Analysis- The Production Function; Economies of scale and Scope; Estimating the Production Function; Cost Theory and Analysis- The Economic Concept; Production and Cost; Short-run and long-run Cost Functions; Estimating Cost Functions.

Unit III

Market structure- Perfect Competition and Monopoly; Relevance of Perfect Competition and Monopoly; Monopolistic Competition, Oligopoly, Market structure and Barriers to entry.

Unit IV

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

Unit V

Macro economics: Business Cycles; Monetary and Fiscal Policies; Consumption Function; National Income; Inflation

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

A minimum of two cases or articles or reports or a project or a combination of these shall be introduced to the students in the course.

Suggested Readings:

- Dean, Joel : Managerial Economics
- Cohen, Gerald, J : The Nature of Management
- Duncan, McDougall : Macro Economics
- Varshney and Maheshwari : Managerial Economics
- Brigham, Eugene, Pappas, James : Managerial Economics
- Dwivedi, D.N : Managerial Economics
- Peterson, Craig, Lewis Cres : Managerial Economics
- Chopra, P.N : Business Economics
Objective

The objective of the course is to make the students understand the basic concepts of marketing. The fundamentals of Marketing shall be discussed in detail in this course.

Unit 1

Fundamentals of Marketing


Unit 2

Connecting with Customers

Marketing and Customer Value, Value Chain, Value delivery Process, Marketing orientation and Customer Value, Strategic Planning, Corporate and Division Strategic Planning, Business Unit Planning, Strategy Formulation and Implementation

Unit 3

Identifying with Customers


Unit 4

Capturing Marketing Insights

Unit 5

Analyzing the Demand


Note for Paper Setting

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

Books Recommended:

Marketing Management Kotler, Koshy, Keller and Jha published by Pearson Education (Indian Edition)
Marketing Management V.S Ramaswamy and S. Namakumari published by (Global perspective Indian Context) Macmillan Publishers
Marketing Management Philip Kotler published by Pearson Education
Objective

The purpose of this course is to develop an awareness of the legal aspects of the business and to briefly introduce different business laws in India significant for the managers.

Unit-I

Nature of Business; Introduction to Law, Indian Legal System: Kinds of Law, civil, criminal; courts of Law; Definition, scope and sources of Business Law

Unit-II

Company—Types, Stages in the formation of a company; Contents of Memorandum of Association; Article of Association; Prospectus.

Unit-III

Shares—Meaning and Kinds, Procedure for the issue and Allotment, Transfer and Transmission of Shares; Issue of Shares at Premium and at Discount, Forfeiture of Shares.

Debentures—Meaning and Types, Difference between Shares and Debentures.

Unit-IV


Unit-V

Law and Taxation in India; Central Excise Tax; Value Added Tax; Service Tax. Consumer Protection Act: Scope and provisions; Foreign Exchange Management Act (FEMA), 1999.

Note for Paper Setting

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

At least one Internal Assessment must be based on presentation/case study. A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

Books Recommended:

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
<th>Publisher</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Modern Business and Corporate Laws</td>
<td>Jain J.N., Singh P.P.; Regal Publications</td>
<td>New Delhi.</td>
<td></td>
</tr>
<tr>
<td>Corporate Law and secretarial practice</td>
<td>Kapoor, N.D; Sultan Chand &amp; Sons</td>
<td>New Delhi.</td>
<td></td>
</tr>
<tr>
<td>Company Law</td>
<td>Bagrial Ashok; Vikas Publication House (Pvt.) Ltd.</td>
<td>New Delhi.</td>
<td></td>
</tr>
<tr>
<td>Company Law</td>
<td>Singh, Avtar; Eastern Book Company, Lucknow</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MBA Semester – I

Course Title: Management Process and Organizational Behaviour

Max. Marks: 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

Objective

The objective of the Course is to familiarize with the processes and current issues in Management, as also analyse the dynamics of behaviour at Individual, interpersonal, group and organisational level/s. At the end of the course the participants should be able to understand appropriate interventions in directing employees’ behaviour toward organisational goals.

Unit-I

Management process and nature of Managerial work; Historical Development of Management and Organisation Behaviour; Contemporary challenge in Management of Organisations and Behaviour; Professionalization of Management in India. Decision Making; Processes and Models;

Unit-II

Nature, purposes and frameworks of Planning, types of Plans and Planning premises; Organising ; approaches in organisation design and structuring, span of Management, Authority and Responsibility relationships, Delegation and decentralization; Direction as management function; Behavioural implications of Management Control.

Unit-III

Conceptual framework for understanding human behaviour in organizations; Individual Differences; Personality; Perception; Attitudes; Interpersonal effectiveness and self growth; The Johari Window; Transactional Analysis.

Unit-IV

Group Processes and Behaviour; Individual and the group; Teams; Nature and effectiveness, Team Building; Group conflict and resolution strategies; Work Stress; Concept, nature, causes and coping strategies.

Unit-V

Leadership: approaches and styles; leader effectiveness; Work motivation; Cross Cultural Management; International Careers; Organisation Change and Development.
Note for Paper Setting

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

Note

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

Suggested Readings

- Koontz o Donnel
- G.R.Terry
- Robbins, Stephen P, Prantice Hall of India, New Delhi
- Robbins, P.Stephens and Sanghi, Seema: Pearson Education Publicaiton
- Aswathapa, K,
- Himalaya Publishing House
- Luthans, Fred
- Tata Mc Graw Hill, New Delhi
- Kast and Rosenzweig
- Hearsay and Blanchard
- Prentice Hall of India, New Delhi
- Ivacevic and Matteson
- Business Publications Inc Pianlo Texas
- Newstorm and Keith Davis
- Tata Mc Graw Hill, New Delhi
- Tyagi, Archana
- Himalaya Publishing House, Mumbai
- Nelson, Debra L and Quick
- And James Camp Bel Thomson : South Western College Publishing
- Slocum, John W. Jr. and Hellriegel, Don
- Thomson : South Western College Publishing
- Essentials of Management
- Principles of Management
- Organizational Behaviour
- Organisational Behaviour
- Text Cases and Games
- Organisational Behaviour
- Organisation and Management – A system and Contingency Approach
- Management of Organisation
- Behaviour - Utilizing Human Resources
- Organisation Behaviour and Management
- Organisation Behaviour – Human Behaviour at work
- Organisation Behaviour – Text, Cases, Games
- Organisational Behaviour : Foundation, Realities and challenges
- Fundamentals of Organisational Behaviour
Objective

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-1

Introduction


Unit-2

Final Accounts


Unit-3

Management Accounting and Financial Analysis


Unit-4

Cost Accounting and Budgetary Control

Cost Accounting – Concept, need, importance and scope. Preparation of Cost Sheet with element-wise classification of various costs. Budget and Budgetary control including Performance Budgeting and Zero Based Budgeting.
Unit-5
Marginal & Standard Costing

Marginal costing and Absorption costing – their difference. Concept & utility of CVP analysis in business decision making.
Standard costing and Variance analysis- Material Variance and Labour Variance.

Note for paper setting

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

Books Recommended

J.S. Accounting Principles
Accounting for Management Text and Cases
Financial Accounting
Management Accounting
Principles of Financial and Management Accounting
Financial and Managerial Accounting
Financial and Management Accounting

Vij, Madhu, New Delhi, Anmol Publications, 1997

The list of cases and specific references including recent articles will be announced in the class during the conduct of the course.
Objective

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

Unit 1


Unit 2

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

Unit 3

Approaches to computing in organisations, 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 4

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

UNIT 5

Data Base Concepts, Relational models, entities, Types of attributes, Microsoft ACCESS, creating Databases, Data Types, Primary and Secondary Keys, Forms Queries Reports, modules, MS EXCEL and MS ACCESS Connection, Exercises in MS ACCESS.
Note for paper setting

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

Books Recommended

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

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

- Introduction to Information Technology
  ITL Education Solutions, Pearson
MBA Semester - I

Course Title: Business Research Methods
Course No. MBA-107
Contact Hours: 45
Duration of Examination: 3 hours

Max. Marks: 100 Marks
Internal Assessment: 30 Marks
Semester Examination: 70 Marks

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 – for Individual Observations, Discrete Series and Continuous Series; Weighted Arithmetic Mean, Geometric Mean; Positional Measures – Median, Quartiles and Mode; Relationship between Mean, Median and Mode; Measures of Dispersion – Range, Interquartile Range, Mean Deviation, Standard Deviation; Coefficient of Variation; Skewness and Kurtosis

Unit 2

Correlation – Meaning, Significance and Types; Karl Pearson coefficient of correlation; Spearman’s rank correlation method; Regression Analysis – Introduction, Uses and Types; Simple Linear Regression Model, Regression Coefficients; Regression Equations; Standard Error of Estimate; Coefficient of determination

Unit 3

Concepts of Probability; Rules of Probability – Additive, Multiplicative; Discrete Probability Distribution – Binomial Distribution and Poisson Distribution; Continuous Probability Distribution – Normal Distribution, Characteristics, Area under the normal curve.

Unit 4

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

Unit 5

Non-parametric tests; Chi-Square Distribution; Chi-Square Distribution Statistic; Goodness of Fit; Analysis of Variance (ANOVA), One Way and Two Way Classifications; F-Test
Note for Paper Setting

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

Books Recommended:

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

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

- Business Research Methods
  - Thomson / South Western
Objective

The primary objective of Written Analysis and Communication (WAC) offered in the first semester of MBA is to introduce students to the process of managerial communication and decision making and to enable them to write competent reports that either recommend or justify decisions based on rigorous analysis and systematic evaluation of options. The secondary objective is to refine their writing skills in general, especially managerial and analytical writing.

Unit 1

Business Communication: Processes and patterns; Presentation skills: content, formatting and delivery (including audio-visual aids); Role of Non-verbal communication: grooming, business etiquettes, dress code, gestures and body language; Individual vs. Group speaking.

Unit 2

Analytical writing for effective decision making; Business Proposals: content and elements; Letters, Memos and other brief messages (goodwill and positive replies, acknowledgments and appreciation); Writing Resume and Job Application; Public relation communication (Media / Govt. Letters etc.).

Unit 3

Practice Cases (Two) for evaluation through class room discussion / presentation and written analysis.

Books Recommended:

Suggested Readings: (Articles / Papers)