

Approved By Academic Council Vide Resolution No. 41 in its  
9th Meeting held on 5th July, 2018.

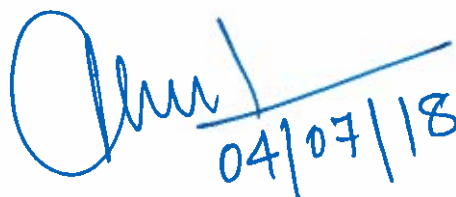
**SYLLABUS AND SCHEME OF  
EXAMINATION  
for  
MASTER OF BUSINESS  
ADMINISTRATION  
(M.B.A.)**

**Two-Year Four-Semester (Full-Time) Programme**

**w.e.f. Session-2018-19**



**DEPARTMENT OF MANAGEMENT  
FACULTY OF COMMERCE AND MANAGEMENT  
CHAUDHARY RANBIR SINGH UNIVERSITY, JIND**

  
04/07/18

## SCHEME AND INSTRUCTIONS FOR MBA EXAMINATION

1. This is an intensive programme of study for two academic sessions.
2. The programme is divided into four semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 4 Credits until and unless indicated otherwise in the scheme of examinations. Theory classes will be held 4 hours per subject per week. In case of practical papers, theory classes will be held 1 hour per week and one hour per week practical will be held.
4. Every theory course shall carry a total of 100 marks. There shall be 80 marks for semester end examination and 20 marks for internal examination until and unless indicated otherwise.
5. Every theory course shall carry a total of 100 marks. There shall be 80 marks for semester end examination and 20 marks for internal examination until and unless indicated otherwise.
6. In MBA 3<sup>rd</sup> and 4<sup>th</sup> Semester, dual (Major and Minor) specialization would be available to students in MBA and they can choose any two specializations out of Marketing, Finance, and Human Resources Management, The minimum number of students to opt a particular elective paper / specialization is 10.

### CRITERIA FOR INTERNAL ASSESSMENT

The internal assessment of the students (out of 20 marks) shall be as per the criteria given below:

S.no.	Components of Minors	Weightage
A)	<b>THEORY COURSES:</b>	
1.	Sessional Test – I	50% = 10 marks
2.	Individual Presentation/Group Discussion/Quiz/Case Study Discussion/ Class Participation	25% = 5 marks
3.	Attendance	
	Less than 65%	0 marks
	Up to 70%	2 marks
	Up to 75%	3 marks
	Up to 80%	4 marks
	Above 80%	5 marks
B)	<b>LAB COURSES:</b>	

1.	Objective test/MCQ	20 %
2.	Lab. Work / Project	60 %
3.	Viva Voce/Test	20 %

**Note:**

- a) Case study discussion and participation is compulsory in the subjects wherever possible. Concerned Teacher will discuss at least 03 (Three) cases maximum Eight (08) cases in each course.
- b) To the extent possible, sessional test should include the case analysis.

**EXTERNAL EVALUATION**

There shall be a semester-end external examination of 80 marks for all theory courses until and unless indicated otherwise. The external examiner will set ten questions selecting two questions from each unit. The candidate has to attempt five questions in all selecting one question from each unit.

**PRACTICAL EXAMINATIONS**

Practical Examinations shall be conducted jointly by the external and Internal Examiners. Internal examiner will be appointed by Chairman of the concern department of the institute and external examiner will be appointed by the Controller of Examinations on the recommendation of Chairman, Postgraduate Board of Studies and Research (PGBOS&R).

**SUMMER INTERNSHIP REPORT EVALUATION**

All the students will submit their Summer Internship Report in a format as prescribed in the "Detailed Guidelines for Summer Internship" within a period of one month in the concerned department of their institute; this period shall be counted from the last date of completion of their Summer Internship. Students will have to give a presentation on the work done during the internship and his/her performance out of 50 marks will be evaluated on the basis of this presentation by a committee constituted by the Chairman of the Department. The evaluation of the remaining 50 marks shall be made by external examiner appointed by the Controller of Examinations on the recommendation of Chairman, Postgraduate Board of Studies and Research (PGBOS&R).

**PROJECT REPORT**

Every student will be required to submit a research proposal by the end of the Fourth Semester and it will be pursued by him/her under the supervision of an internal supervisor. The completed Project Report in the format as prescribed in the "Detailed Guidelines for Project Report" will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations, CRSU, Jind.

## **PROJECT REPORT EVALUATION**

The Project shall be evaluated by External [Project Report evaluation (80 marks)] and Internal (20 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of evaluation and comprehensive viva- voce of the project report by an external expert appointed by the University on the recommendations of Chairman, Postgraduate Board of Studies and Research.

## **CONDITIONS IN SPECIALIZATION**

- The minimum number of students to opt a particular elective paper/specialization is 10.
- During 3<sup>rd</sup> semester and 4<sup>th</sup> semester, dual (Major and Minor) specialization will be available to students and they can opt for any two specializations out of Marketing, Finance, and Human Resources Management. However, combination of specializations once opted in the 3<sup>rd</sup> semester will not be changed in 4<sup>th</sup> semester under any condition.
- Students should opt elective papers in such a way that no paper is repeated. Choosing same paper from different specializations is strictly prohibited.

## **ABBREVIATION USED**

DSC	Discipline Specific Core Course
DSE	Discipline Specific Elective Course
AECC	Academic Enhancement Compulsory Course
SEEC	Skill Enhancement Elective Course

**SCHEME OF EXAMINATION FOR TWO YEAR MBA PROGRAMME FROM THE SESSION 2018-2019**

**FIRST YEAR**

**First Semester**

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAC-101	DSC	Principles of Management	5	1	-	4	80	20	-	100
MBAC-102	DSC	Statistical Analysis	5	1	-	4	80	2	-	100
MBAC-103	DSC	Managerial Economics	5	1	-	4	80	20	-	100
MBAC-104	DSC	Financial Accounting	5	1	-	4	80	20	-	100
MBAF-105	DSC	Business Environment	5	1	-	4	80	20	-	100
MBAE-106	SEEC	Business Communication	4	1	-	3	60	20	20	100
MBAE-107	AECC	Computer Applications for Business*	3	1	2	3	60	20	20	100

\* In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Chairman, Postgraduate Board of Studies and Research.

## FIRST YEAR

### Second Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAC-201	DSC	Organisational Behaviour	5	1	-	4	80	20	-	100
MBAC-202	DSC	Operations Research	5	1	-	4	80	20	-	100
MBAC-203	DSC	Management Accounting	5	1	-	4	80	20	-	100
MBAC-204	DSC	Financial Management	5	1	-	4	80	20	-	100
MBAC-205	DSC	Marketing Management	5	1	-	4	80	20	-	100
MBAC-206	DSC	Human Resource Management	5	1	-	4	80	20	-	100
MBAC-207	DSC	Production and Operations Management	5	1	-	4	80	20	-	100
<b>SUMMER INTERNSHIP</b>										

Immediately after the completion of the Second semester, the students shall proceed for their Summer Internship (SI) of 6-8 weeks duration. The Summer Internship Report (SIR) prepared after the completion of SI shall be assessed in the third Semester as a Skill Enhancement Elective course (SEEC). The SIR will be submitted by the candidates in the manner as specified in the Ordinance.

Second Year

Third Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAC-301	DSC	Strategic Management	5	1	-	4	30	20	-	100
MBAC-302	DSC	Business Laws	5	1	-	4	80	20	-	100
MBAC-303	DSC	Business Research Methods	5	1	-	2	50	50	-	100
MBAC-304	SEEC	Summer Training Report <sup>#</sup>	-	-	-	2	50	50	-	100
	DSE	Open Elective Under CBCS								
	DSE	Major Specialisation - Elective paper-I	5	1	-	4	80	20	-	100
	DSE	Major Specialisation - Elective paper-II	5	1	-	4	80	20	-	100
	DSE	Major Specialisation Elective paper-III	5	1	-	4	80	20	-	100
	DSE	Minor Specialisation - Elective paper-I	5	1	-	4	80	20	-	100

**Note:** During 3<sup>rd</sup> and 4<sup>th</sup> semesters, major and minor specialization will be available to students and they can opt two specializations (Major and Minor) out of Marketing Management, Financial Management, and Human Resources Management. However, combination of specializations once opted in the 3<sup>rd</sup> semester will not be changed in 4<sup>th</sup> semesters under any condition.

# Summer Internship Report will be evaluated on the basis on presentation & viva-voce taken by a committee constituted by the Chairman of the Department while for external evaluation, it be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Postgraduate Board of Studies and Research.

Second Year

Fourth Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAC-401	DSC	Entrepreneurship Development	5	1	-	4	80	20	-	100
MBAC-402	DSC	Indian Ethos and Business Ethics	5	1	-	4	80	20	-	100
MBAC-403	DSC	Supply chain Management	5	1	-	4	80	20	-	100
MBAC-404	DSE	Project Report	5	1	-	4	80	20	-	100
MBAC-405	DSE	Comprehensive Viva-Voce	2	-	-	2	100	-	-	100
		Open Elective Under CBCS								
	DSE	Major Specialisation -Elective paper-I	5	1	-	4	80	20	-	100
	DSE	Major Specialisation - Elective paper-II	5	1	-	4	80	20	-	100
	DSE	Major Specialisation Elective paper-III	5	1	-	4	80	20	-	100
	DSE	Minor Specialisation -Elective paper-I	5	1	-	4	80	20	-	100

Students are required to choose any three optional courses from form major specialisation and one optional course from minor specialisation. The specialization area opted in 3<sup>rd</sup> Semester would remain same in 4<sup>th</sup> semester also.

Project Report (MBAC-404) is elective course for major specialisation in 4<sup>th</sup> semester. The student can opt MBAC – 404 as a elective paper for major specialisation. The topic of the Project Report (Code MBAC-404) shall be finalized in 3rd semester by a Committee of the faculty members to be constituted by Chairperson of the department after presentation by candidate before the Committee. Project Report will be evaluated by an external examiner appointed by the University on the recommendation of the Postgraduate Board of Studies and Research.



**SPECIALISATIONS OFFERED IN THIRD AND FOURTH SEMESTERS**

**FINANCE:**

**Third Semester:**

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAFNE-311	DSE	Financial Institutions and Markets	5	1	-	4	80	20	-	100
MBAFNE-312	DSE	Security Analysis and Portfolio Management	5	1	-	4	80	20	-	100
MBAFNE-313	DSE	Project Appraisal and Valuation	5	1	-	4	80	20	-	100
MBAFNE-314	DSE	Corporate Tax Planning	5	1	-	4	80	20	-	100

**Fourth Semester**

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAFNE-411	DSE	Financial Derivatives	5	1	-	4	80	20	-	100
MBAFNE-412	DSE	Insurance and Risk Management	5	1	-	4	80	20	-	100
MBAFNE-413	DSE	Corporate Restructuring	5	1	-	4	80	20	-	100
MBAFNE-414	DSE	International finance	5	1	-	4	80	20	-	100

**MARKETING**

**Third Semester:**

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAME-321	DSE	Consumer Behavior	5	1	-	4	80	20	-	100
MBAME-322	DSE	Retail Management	5	1	-	4	80	20	-	100
MJAME-323	DSE	Marketing Research	5	1	-	4	80	20	-	100
MBAME-324	DSE	Rural Marketing	5	1	-	4	80	20	-	100

**Fourth Semester:**

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAME-421	DSE	Product & Brand Management	5	1	-	4	80	20	-	100
MBAME-422	DSE	Services Marketing	5	1	-	4	80	20	-	100
MBAME-423	DSE	International Marketing	5	1	-	4	80	20	-	100
MBAME-424	DSE	Integrated Marketing Communications	5	1	-	4	80	20	-	100

**HUMAN RESOURCE MANAGEMENT (HRM):**

Third Semester:

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAHRE-331	DSE	Organizational Change and Development	5	1	-	4	80	20	-	100
MBAHRE-332	DSE	Cross Cultural Management	5	1	-	4	80	20	-	100
MBAHRE-333	DSE	Performance Management	5	1	-	4	80	20	-	100
MBAHRE-334	DSE	Strategic HRM	5	1	-	4	80	20	-	100

Fourth Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAHRE-431	DSE	Human Resource Development: Strategies and Systems	5	1	-	4	80	20	-	100
MBAHRE-432	DSE	Industrial Relations and Labor Laws	5	1	-	4	80	20	-	100
MBAHRE-433	DSE	Compensation Management	5	1	-	4	80	20	-	100
MBAHRE-434	DSE	Corporate Leadership	5	1	-	4	80	20	-	100

**Instructions for the conduct of Practical, Comprehensive Viva-Voce, Workshop etc. for Two Year MBA Programme**

Conduct of Computer practical, Comprehensive Viva-voce, Workshop etc. wherever applicable, shall be done by a Board of examiners as per provisions in the concerned Ordinances of all programmes of MBA on invitation of the Chairperson of the Department. The external examiner in the concerned course only shall be invited, who is at present working as faculty on permanent basis against sanctioned post, approved by the University having experience of not less than FIVE years in the University or a Institute/ College affiliated to University for the conduct of computer practical, comprehensive viva-voce, workshop etc.

The concerned Chairperson of the Department shall request the examiner at his own level and shall make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Chairperson shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with attendance of the candidates and eligibility proof of examiner duly signed by both the examiner and Chairperson to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Chairperson is also required to make payment of TA/DA and examination remuneration to the examiner on the spot as per University norms and the same will be reimbursed by the University after submitting the bills to the Controller of Examinations duly verified by the concerned Chairperson of the Department.

# SEMESTER- I

## Principles of Management MBAC-101

L T P Credit  
4 - - 4

Time: 3 hours

External Theory Marks: 80

Internal Marks: 20

Total Marks: 100

**Course objective:** The objective of this course is to expose the students to basic concepts of management and to enable them to gain knowledge about emerging ideas, techniques, procedures and practices in the field of management.

### Course Contents:

**Unit-I: Introduction:** Nature, and scope of management, Types of managers, managerial roles, managerial skills and competencies, Evolution and various schools to management thoughts, continuing management themes – quality and performance excellence, global awareness, learning organization, characteristics of 21st century executives, Social responsibility of managers

**Unit-II: Planning:** Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting objectives – MBO method: concept and process of managing by objectives; Strategy: definition, levels of strategies; Policies: meaning, formulation of policies; Programs; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

**Unit-III: Organizing:** Organizing as managerial function – organization structures – functional, divisional, matrix, team structure, network structure, boundary less structure. Organizing – chain of command, span of control, delegation and decentralization, organizational design.

**Unit-IV: Leading and Controlling:** Leading as a function of management, Leadership styles, leadership theories: personality theory, Behavioral theory and situational theory.

**Unit- V: Motivation-** concept, Theories of motivation. Controlling: control function in management, the basic control process, and types of control – feed forward, concurrent and feedback controls, Control techniques.

### Recommended Books:

1. Heinz Wehrich & Harold Koontz, Management A global prospective, McGraw Hill Education.
2. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education.
3. Pravin Durai, Principles of Management, Pearson Education.

### Reference Books:

1. Robbins & Coulter, Management, Pearson Education.
2. Richard L. Daft, Management, Thomson south-Western.
3. Deepak Kr. Bhattacharya, Principles of Management: Text and Cases: Pearson Education.
4. Hellregel, Management, Cengage Learning.
5. Stoner, Freeman, Gilbert, Management, Pearson Education.
6. Satya Raju, Management- Text & cases, PHI Learning Pvt. Ltd.
7. Anil Bhatt & Arya Kumar, Management: Principles, Processes and Practices. Oxford University Press.

**Statistical Analysis**  
**MBAC-102**

L T P Credit  
4 - - 4

Time: 3 hours

External Theory Marks: 80

Internal Marks: 20

Total Marks: 100

**Course Objective:** The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

**Course Contents:**

**Unit-I:** Nature and role of statistics: Kinds of Statistics, classification, frequency distribution tabulation, and diagrammatic and graphical presentations of data.

**Unit-II:** Measures of central tendency and mean, median and mode, Harmonic Mean, Geometric Mean, Measures of Dispersion: range, standard deviation, and mean deviation; Skewness, Kurtosis, Moments

**Unit-III:** Correlation: types and methods and uses of correlation, probable error, multiple and partial correlation, Regression: measures and types of regression, multiple regressions.

**Unit-IV: (a)** Time Series: Objectives of time Series, Identification of trend - variations in time series: secular variation, cyclical Variation, seasonal variation, and irregular variation - methods of estimating trend.

**(b)** Index numbers: definition; uses; types; simple aggregate method and weighted aggregate method – Laspeyre's, Paasche's, Fisher's and CPI

**Unit-V:** Sampling and sampling Distributions: sampling concepts, sampling and non-sampling errors. Sampling Distribution, Characteristics of sampling distribution, Law of large numbers. Hypothesis testing-formulation and testing of hypothesis, Large and small tests: Z, T, F tests, Chi- Square Test

**Recommended Books:**

1. Levin, R.I. & Rubin D.S., Statistics for Management, Pearson Education.
2. Davis & Pecar: Business Statistics using Excel, Oxford University Press.
3. N.D Vohra, Business Statistics, McGraw Hill Education
4. Sharma, J.K., Business Statistics, Vikas Publication House Pvt. Ltd.
5. Bajpai, Naval, Business Statistics, Pearson Education.

**Reference Books:**

1. Anderson, D. R., Sweeney, D.J. and Williams, T. A. Statistics for Business and Economics, Cengage Learning.
2. P.K Viswanathan, Business Statistics: An Applied Orientation, Pearson Education.
3. Gupta C B, Gupta V. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
4. Beri, Statistics for Management, McGraw Hill Education.

**Note:**

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set ten questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

## Managerial Economics

MBAC -103

L T P Credit

4 - - 4

Time: 3 hours

External Theory Marks: 80

Internal Marks: 20

Total Marks: 100

**Course objective:** The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

### Course Contents:

**Unit I: Introduction:** Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making. Fundamental economics concepts: Theory of demand and consumer equilibrium-utility and indifference curve approach; Demand function; Elasticity of demand and its significance in managerial decision making; Demand forecasting and its techniques.

**Unit II: Production Function:** Short Run and Long Run Production Analysis, Iso-quant, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Theory of Cost: Traditional and Modern Theory of Cost in Short and Long Runs, Economics of Scale and Economies of Scope, Empirical Estimation of Cost Function; Behaviour of Firm under various market situations: Prisoner's Dilemma – Price and Non-price Competition.

**Unit III: Market Structure and Competition:** Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

**Unit IV: Modern theories of firm:** Bamoul's theory of sales maximization, Managerial Theory, Behavioural Theory; National Income: Concept and Measurement. Macro economics: Meaning, nature and scope; circular flow of income; multiplier, accelerator and marginal efficiency of capital, Economic growth; measurement and determinants. Inflation: definition, types and strategies to counter inflation.

**Unit V: Budgets and budgetary deficits:** deficit financing; Public debt operations and its management. Balance of payment management, management of internal and external balance, balance of deficit management; foreign exchange reserves; foreign exchange rate management and its role in managerial decision making; foreign exchange flow. Business cycles and its relevance to managerial economist.

### Suggested Readings:

1. Chari R. Thomas & S: deficit financing; Tata McGraw Hill, New Delhi.
2. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
3. Dholkia, R.H. and A.L.Oza: Micro Economics for Management Students, oxford University Press New Delhi.
4. Salvatore, Managerial Economics in Global Economy, Thomson Learning.
5. Thomas, C.R. & Maurice S.C., Managerial Economics, Tata McGraw Hill.
6. Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, Micro Economics, Pearson Education Asia, New Delhi.

### Recommended Books:

1. Diwedi, D. N, Managerial Economics, Vikas Publication, New Delhi.



## Financial Accounting MBAC-104

L T P Credit  
4 - - 4  
Time: 3 hours

External Theory Marks: 80  
Internal Marks: 20  
Total Marks: 100

**Course Objective:** The main objective of this course is to promote an in-depth understanding the fundamentals of accounting concepts and practice as well as to enhance users' ability to apply such concepts to make better-informed managerial decisions.

### Course Contents:

#### Unit-I: (a) Theoretical Framework

i. Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting, information. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis.

ii. The nature of financial accounting principles – Basic concepts and conventions: entity, money measurement, going concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosures.

iii. Financial accounting standards: Concept, benefits, procedure for issuing accounting standards in India. Salient features of First-Time Adoption of Indian Accounting Standard (Ind-AS) 101. International Financial Reporting Standards (IFRS): - Need and procedures.

#### (b) Accounting Process

From recording of a business transaction to preparation of trial balance including adjustments

#### (c) Computerised Accounting Systems

Computerised Accounting Systems: Computerized Accounts by using any popular accounting software: Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports – Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement Selecting and shutting a Company; Backup and Restore data of a Company

#### Unit-II: (a) Business Income

i. Measurement of business income-Net income: the accounting period, the continuity doctrine and matching concept. Objectives of measurement.

ii. Revenue recognition: Recognition of expenses.

iii. The nature of depreciation. The accounting concept of depreciation. Factors in the measurement of depreciation. Methods of computing depreciation: straight line method and diminishing balance method; Disposal of depreciable assets-change of method.

iv. Inventories: Meaning. Significance of inventory valuation. Inventory Record Systems: periodic and perpetual. Methods: FIFO, LIFO and Weighted Average. Salient features of Indian Accounting Standard (IND-AS): 2

#### (b) Final Accounts

Capital and revenue expenditures and receipts: general introduction only. Preparation of financial statements of non-corporate business entities

#### Unit-III: Accounting for Hire-Purchase and Instalment Systems, Consignment, and Joint Venture

i) Accounting for Hire-Purchase Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire purchaser for large value items including Default and repossession.

#### Unit-IV: Accounting for Inland Branches

Concept of dependent branches; accounting aspects; debtors system, stock and debtors system, branch final accounts system and whole sale basis system. Independent branches: concept accounting treatment: important adjustment entries and preparation of consolidated profit and loss account and balance sheet.

#### Unit-V: Accounting for Dissolution of Partnership Firm

Accounting of Dissolution of the Partnership Firm Including Insolvency of partners, sale to a limited company and piecemeal distribution.

### Recommended Books:

1. Robert N Anthony, David Hawkins, Kenneth A. Merchant, *Accounting: Text and Cases*. McGraw-Hill Education, 13th Ed. 2013.
2. Charles T. Horngren and Donna Philbrick, *Introduction to Financial Accounting*, Pearson Education.

4. J.R. Monga, *Financial Accounting: Concepts and Applications*. Mayur Paper Backs, New Delhi.
5. M.C.Shukla, T.S. Grewal and S.C.Gupta. *Advanced Accounts. Vol.-I*. S. Chand & Co., New Delhi.
6. S.N. Maheshwari, and. S. K. Maheshwari. *Financial Accounting*. Vikas Publishing House, New Delhi.
7. Deepak Sehgal. *Financial Accounting*. Vikas Publishing H House, New Delhi.
8. Goldwin, Alderman and Sanyal, *Financial Accounting*, Cengage Learning.
9. *Compendium of Statements and Standards of Accounting*. The Institute of Chartered Accountants of India, New Delhi

**Reference Books:**

1. Horngren, Charles T., Sundem, Gary L., Elliott, John. A and Philbrick, Donna, *Introduction to Financial Accounting*, Pearson Education.
2. Narayanaswamy, R., *Financial Accounting - A Managerial Perspective*, PHI Learning.
3. Gupta, Ambrish, *Financial Accounting for Management: An Analytical Perspective*, Pearson Education.
4. Anthony, Robert N. et al. *Accounting: Text and cases*, McGraw Hill Education.
5. Shah: *Management Accounting*, Oxford University Press.
6. Hansen, D.R. & Mowen, M.M., *Management Accounting*, Thomson South Western.

## Business Environment

### MBAF-105

L T P Credit  
4 - - 4  
Time: 3 hours

External Theory Marks: 80  
Internal Marks: 20  
Total Marks: 100

**Course objective:** The objective of this paper is to acquaint the students with concepts and models used in economics and to demonstrate their usefulness for business decision making in India's political, Legal and economic setting. Besides these objectives the paper is intended to make students aware of the Indian economic environment, Legal and the policy and planning framework underlying the Indian economic system. It will help students comprehend government policy decisions and understand their implications on organization and industry.

#### Course Contents:

**Unit-I: Introduction:** Concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, basic philosophies of Capitalism and Socialism with their variants. Role of Government – Business Interaction, Major elements of Business Environment: economic, demographic, socio-culture, political, legal framework.

**Unit-II: Indian Economy:** salient features, recent economic reforms, Impact of liberalisation, Privatisation and Globalisation (LPG) on decisions regarding marketing finance and production. Government policy towards micro, small, medium and large undertakings.

**Unit-III: Legal environment in India:** Major components: Competition policy and law: relevant regulatory measures under the Competition Act, 2002; Role, powers and functions of competitions commission of India (CCI). Consumerism and consumer protection under the consumer protection Act 1986 (to be replaced by the new Act, CPA-2018). Procedure of consumer grievance redressal power and function of the redressal agencies. Relevant provisions of the industries (Development regulation) Act, 1951. Environment (protection) Act, 1986: An Overview.

**Unit-IV: Socio-culture Environment:** Social environment and business; poverty elevation programmes; labour and employment; women in workforce; child labour, education, health, population and family welfare. Corporate social responsibility: An Overview.

**Unit-V: WTO Origin, Objectives, Organization Structure and Functioning – WTO and India.** Prominent Economic Groupings and their relevance; role of information technology in business and the development of business.

#### Recommended Books:

1. Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
2. Bedi, Suresh, "Business Environment", Excel Book, New Delhi

#### Reference Books:

1. Cherunilam, Francis, "Business Environment-Text & Cases", Himalaya Publishing House, New Delhi.
2. Pual, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi
3. Mishra S K & Puri V K - Economic Environment of Business, Himalaya Publishing House, New Delhi.
4. Adhikari M, Economic Environment of Business, Excel Books, New Delhi.
5. Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand & Co. Ltd., New Delhi.
6. Gopal, Namita, "Business Environment", Tata McGraw Hill, New Delhi
7. Worthington, Ian and Britton, Chris, "The Business Environment", Pearson Education Ltd, New Delhi.

## Business Communication

MBAE-106

L T P Credit  
4 - 2 4  
Time: 3 hours

External Theory Marks: 80  
Internal Marks: 20  
External Practical Marks: 20  
Total Marks: 100

**Course Objective:** To provide an overview of verbal, non- verbal and written communication to the students for making them effective managers.

### Course Contents:

**Unit-I: Business Communication:** nature, process and classification of communication; importance of communication in management; barriers to communication, overcoming barriers to communication, effective communication; contemporary issues in communication.

**Unit-II: Communication Skills:** Listening skills – listening process, types of listening, barriers to listening, improving listening abilities; presentation skills; communication skills for interviews and Group Discussions; negotiation - factors affecting negotiation, approaches to negotiation, stages of negotiation process, negotiation techniques and skills.

**Unit-III: Nonverbal Communication:** Body language, kinesics communication, proxemics communication, haptic communication, paralinguistic communication, chromatic communication, chronometric communication;

**Unit-IV: Business etiquettes -** introduction etiquettes, exchanging business cards, shaking hands, email etiquettes, telephone etiquettes, telemarketing etiquettes, elevator etiquettes, dressing and grooming etiquettes, dining etiquettes.

**Unit-V: Written Communication:** Report writing- process of writing report, structures of business reports; business letter components and layout, types of letters; memos, notices and circulars; agenda and minutes of meeting; preparing Curriculum Vitae.

### Recommended Books:

1. Koneru, Arun, Professional Communication, McGraw Hill, New Delhi.
2. Chaturvedi and Chaturvedi, The Art and Science of Business Communication, Pearson Education, New Delhi
3. Mehra, Payal, Business Communication for Managers, Pearson Education, New Delhi.
4. Verma, Shalini, Business Communication: Essential Strategies for Twenty first Century Managers, Vikas Publishing House, Noida.
5. Sethi, A. and Adhikari, B., Business Communication, McGraw Hill, New Delhi.

### Reference Books:

1. Lesikar, Flatley, Rentz, Lentz, Pande, Business Communication: Connecting in a digital world, McGraw Hill, New Delhi.
2. Sinha, K.K., Business Communication, Taxmann Publication, New Delhi.

**Computer Applications for Business**  
**MBAE-107**

L T P Credit  
2 - 2 3  
Time: 3 hours

External Theory Marks: 60  
Internal Marks: 20  
External Practical Marks: 20  
Total Marks: 100

**Course objective:** To familiarize participants with the basic organization of computer hardware, software and computer applications, computer network and internet in business.

**Course Contents:**

**Unit-I**

**Personal computers:** PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; factors influencing PC performance; PC as a virtual office.

**Computer Hardware:** computer system as information processing system; Computer system differences- types of computer systems, hardware options CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

**Unit-II**

**Word Processing:** Introduction and working with MS-Word in MS Office; basic commands in word: formatting, section break, header footer, page border, handling picture, automatic table content, automatic list of tables and figures, footnote and endnote, comment and track changes, bibliography

**Unit-III**

**Modern Information Technology:** Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.  
**MS excel:** Working with excel- data entry in MS excel, making pivot table, charts and graphs, functions- mean, median, mode, standard deviation in excel, correlation and regression, ANOVA.

**Unit-IV**

**Introduction to Operating systems:** Software needs, operating systems, application software's, programming languages; DOS; Windows- window explorer, print manager., control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNLX.

**Unit-V**

**Presentation with Power-Point:** creating presentations the easy way, inserting chart and tables, inserting hyperlink, Introduction to Statistical Packages (SPSS): Managing data, Graphs, Frequencies and descriptive Statistics.

**Practical**

- Solving business problems using MS-Word, MS-Excel, MS-Access.
- Making pivot table, charts and graphs, functions- mean, median, mode, standard deviation in excel, correlation and regression, ANOVA.

**Suggested Readings:**

1. Pradeep K Sinha, (2010) *Computer Fundamentals*,
2. Bajaj, Kamlesh K and Debjani Nag: *E-commerce – The Cutting Edge of Business*, Tata McGraw Hill (P) Ltd., New Delhi.
3. Greenstein, *Electronic Commerce*, Tata McGraw Hill, New Delhi
4. Leon, Alexis: *Fundamental of Information Technology*, Vikas Publication House (P) Ltd., New Delhi
5. Mansfield, Ron: *The Compact Guide to Microsoft Office*, BPB Publication, Delhi.
5. Norton, Peter: *Introduction to Computer 4/E*, Tata McGraw Hill (P) Ltd., New

# SEMESTER- II

## Organizational Behaviour

### MBAC-201

L T P Credit  
4 - - 4

Time: 3 hours

External Theory Marks: 80

Internal Marks: 20

Total Marks: 100

**Objective:** The main objective of this paper is to make the students familiarize with the human behavior in an organization.

#### Course Contents:

**Unit I- Organisational Behaviour: Concepts and Significance; Human Relations and Organisational Behaviour – Historical Development of Organisational Behaviour; Meaning and of Organisational Behaviour; Features of OB; Contributing Disciplines to OB; Emergence of HR and OB, Approaches to Organisational Behaviour; Scope of OB; Basic concepts of OB; Determinants of Organisational Behaviour; Significance of OB.**

**Unit II- a) Personality: Concept of personality; Major Determinants of Personality; Biological Contribution; Socialization; Culture; Situational Factors; Major Personality Attributes influencing Organisational Behaviour; Theories of Personality.**

**b) Attitude: Meaning, components, functions, formation, changing of attitude, prejudice and attitude.**

**Unit III- a) Perception: Nature and Importance of Perception, Meaning, and process of Perception Perceptual Selectivity; Factor affecting Perception Distortion in Perception; Managerial Implications of Perception.**

**b) Learning: Theories of Learning; Modeling; Shaping Behaviour; Learning and Organisational Behaviour.**

**Unit IV- a) Group Dynamics: Meaning; Components of Group Dynamics; Group Norms; Group Role; Group Status; Group Size; Group Leadership; Group Composition; Proxemics and Group Dynamics.**

**c) Group Cohesiveness: Determinants and Consequences of Group Cohesiveness; Relationship between Group Cohesiveness and Productivity.**

**Unit V- a) Transactional Analysis: Introduction; Concept of T.A.; Scope of Transactional Analysis; Analysis of Self-awareness; Analysis of Ego States; Analysis of Life Positions; Analysis of Games; Analysis of Stroking, Benefits of Transactional Analysis.**

**b) Organisational Conflict: types of conflict Dynamics and management; sources patterns.**

#### Suggested Readings:

1. Robbins, Stephen P., Tim Judge, and Katherine Breward. *Essentials of organizational behavior*, Pearson, Prentice Hall.
2. Luthans, Fred, *Organizational Behaviour*, Irwin McGraw-Hill International edition, 8th ed.
3. Newstrom, J.W., *Organizational Behavior*, New Delhi: McGraw-Hill.
4. McShane, L., & Gilnow, M. V., *Organizational Behaviour*, New Delhi: McGraw-Hill.
5. Greenberg, Jerald and Baron, Robert A., *Behaviour in Organizations*, Prentice-Hall of India Private Ltd., New Delhi, 2003, 8<sup>th</sup> Ed.
6. Paul Hersey, Kenneth H. Blanchard, Dewey E. Johnson. Management of Organizational Behavior, 10th Ed.

**Operation Research**  
**MBAC-202**

L T P Credit  
4 - - 4  
Time: 3 hours

External Theory Marks: 80  
Internal Marks: 20  
Total Marks: 100

**Objective:** To familiarize the students with major operation research techniques and to equip them to make optimal managerial decisions.

**Course Contents:**

**Unit I- Introduction:** Historical Background; Meaning, Characteristics Nature and Methodology of Operations Research, Models of 'OR', Techniques of OR; Advantages and Disadvantages.

**Unit II- a) Linear Programming:** Concepts and Meaning of Linear Programming; Assumptions and Important Terminology;

b) **Formulation of Linear Programming Problem;** Solution by Graphical Method and Simplex Method in Case of Maximization and Duality in LPP.

**Unit III-Transportation Problem:** Concept, Features, Assumptions and Preparation of Transportation Tableau; Methods: North West Corner Rule, Least Cost Method and Vogel's Approximation Method with Relative Merits and Demerits; Test for optimality techniques by Stepping Stone Method and Modified Distribution Method.

**Unit IV-Assignment Problem:** Nature of Assignment Technique; Similarities and Dissimilarities with Transportation Problem Assumptions; Procedure Involved in Assignment Problem; Game theory.

**Unit V- Network Analysis:** Concept and Meaning of Network Analysis; Steps Involved in Network Analysis; Assumptions; Numbering of Events; Terminology; Preparation of Network Diagram; Time Estimates – PERT Time Estimates; CPM and its Calculation; Advantages and Disadvantages.

**Suggested Readings:**

1. Vohra, N.D; *Quantitative Techniques in Management*; MacGraw hill., New Delhi.
2. Anderson, Sweeny and Williams, *Quantitative Methods for Business*, Thomson learning.
3. Frederick Hiller and Gerald Lieberman, *Operations Research*, Tata MacGraw Hill, New Delhi.
4. Hamdy A. Taha, *Operations Research: An Introduction*, 10<sup>th</sup> Ed, Pearson Education.



**Management Accounting**  
**MBAC-203**

L T P Credit  
4 - - 4  
Time: 3 hours

External Theory Marks: 80  
Internal Marks: 20  
Total Marks: 100

**Objective:** The objective of the course is to enable students to acquire Knowledge of concepts, and techniques of management accounting and to make the students develop competence for their usage in managerial decision making and control.

**Course Contents:**

**Unit I- Introduction:** a) Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management

b) Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting.

**Unit II- Standard Costing:** Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material, labour, overheads and sales variances. Disposition of Variances, Control Ratios.

**Unit III-Marginal Costing:** Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume Profit Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

**Unit IV- Decision Making:** Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/ export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, various methods of pricing

**Unit V- Contemporary issues:** Responsibility Accounting: Concept, Significance, Different Responsibility Centres, Divisional Performance Measurement: Financial and Non-Financial measures. Transfer Pricing Value Chain analysis; Activity Based Accounting; Target and Life Cycle Costing.

**Suggested Readings:**

1. Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O. Schatzberg. *Introduction to Management Accounting*, Pearson Education.
2. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young. *Management Accounting*. Dorling Kindersley (India) Pvt. Ltd.
3. Ronald W. Hilton and David E. Platt. *Managerial Accounting: Creating Value in a Global*
4. *Business Environment*, McGraw Hill Education.
5. Arora, M.N. *Management Accounting*. Vikas Publishing House, New Delhi.
6. Maheshwari, S.N. and S.N. Mittal. *Management Accounting*. Shree Mahavir Book Depot, New Delhi.
- 7.

## Financial Management MBAC-204

L T P Credit  
2 - - 2  
Time: 3 hours

External Theory Marks: 80  
Internal Marks: 20  
Total Marks: 100

**Objective:** The objective of this paper is to familiarize and acquaint the students with the analytical techniques that are used for taking decisions regarding financial matters in business.

### Course Contents:

**Unit I- Introduction:** An Overview and Goals of financial Management, Finance Functions, Interface between Finance and Other Business Functions, Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of Firm, Capitalization. Time Value of Money: Future Value, Present Value.

**Unit II- Cost of Capital and Leverage:** Meaning of Cost of Capital, Cost of Different Sources of Finance Weighted Average Cost of Capital. Leverage: Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage.

**Unit III- Capital Structure and Dividend Policy:** a) Introduction Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure. Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends.  
b) Legal, taxes and procedural aspects of dividends.

**Unit IV- Capital Budgeting:** Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Proposals, Capital Budgeting Process, Investment evaluation, Appraisal Criteria. Risk Analysis in Capital Budgeting, Capital Rationing.

**Unit V-Corporate Restructuring:** Mergers and Acquisitions, Take-overs, Amalgamation, Leverage Buy-outs, Management Buy Out Financial Restructuring: Share Split, Consolidation, Cancellation of Paid Up Capital, Corporate Failures and Liquidations.

**Note:** Question paper will contain 50% Numerical questions and 50% Theoretical questions.

### Suggested Readings:

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India 12th Ed, 2008.
2. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, 7 th Ed. McGraw Hill.
3. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill, 6 th Ed.
4. Damodaran, A, "*Corporate Finance: Theory and Practice*". John Wiley & Sons, 2 nd Ed., 2001
5. Prashna Chandra: *Financial Management*. McGraw Hill.
6. Pandey, I.M: *Financial Management*, Vikas Publishing.
7. Khan and Jain: *Financial Management*. McGraw Hill

## Marketing Management MBAC-205

L T P Credit  
4 - - 4

Time: 3 hours

External Theory Marks: 80

Internal Marks: 20

Total Marks: 100

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

### Course Contents:

**Unit-I:** Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing - Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager. Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

**Unit II:** Market Segmentation, Segmenting the Market, Benefits/Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting - Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

**Unit-III:** Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies.

**Unit-IV:** Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations.

**Unit-V:** Contemporary and Emerging Issues in Marketing: Marketing of Rural and Tribal Products, Social Marketing; Direct Marketing; Online Marketing, Green Marketing, Viral Marketing, International marketing.

### Suggested readings:

1. Philip Kotler, Gary Armstrong, and Professor Agnihotri, *Principle of Marketing*, 17<sup>th</sup> ed. (2018) Pearson Education, Inc. (USA), Indian edition by Pearson India Educational Services, Noida.
2. Michael J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing*, 14<sup>th</sup> ed. (2007) Spl. Indian edition, 10<sup>th</sup> reprint (2015), McGraw Hill Education, New Delhi.
3. William D, Perreault, Jr., and E. Jerome McCarthy, *Basic Marketing: A Global- Managerial Approach*, 15<sup>th</sup> ed. (2006), Special Indian edition, 8<sup>th</sup> reprint (2015), McGraw Hill Education, New Delhi.
4. Dhruv Grewal and Michael Boker, *Marketing*, 5<sup>th</sup> ed. (2017), McGraw Hill Education, New Delhi.
5. William G Zikmund and Michael D. Amico, *Marketing*, 7<sup>th</sup> ed. (2001).
6. Louis E Boone and David L. Kurtz, *Contemporary Marketing*, 15<sup>th</sup> ed., Cengage Learning, Delhi.

## Human Resources Management

MBAC-206

L T P Credit  
4 - - 4

Time: 3 hours

External Theory Marks: 80

Internal Marks: 20

Total Marks: 100

**Course Objective:** To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

### Course Contents:

**Unit-I:** Human Resource Management - meaning, definition, objectives and scope of HRM, evolution of HRM, Difference between Personnel Management and HRM, HRM functions, role of personnel manager and HR manager, qualities of HR Manager, line Versus staff authority of HRM, changing environment of HRM.

**Unit-II:** Job Design: definition, methods, factors effecting job design, Job analysis: definition, process, methods of job analysis, job evaluation: concept, objectives and methods. HR planning: concept, objectives, need and importance, process of HRP. Recruitment: definition, objectives and sources of recruitment. Selection: introduction, selection process, difference between recruitment and selection. Placement, induction, and socialization.

**Unit-III:** Training and Development: meaning and importance need for training, process and methods of training. Internal mobility and separation. Career Planning: Introduction, Stages, Career Planning process, Career Development, Career Management- model.

**Unit-IV:** Performance Appraisal: meaning, purpose process and methods. Potential appraisal. Industrial Relations: concept, scope, objectives and approaches of IR. Compensation: introduction, types and theories. Incentives and benefits. Human resource Accounting (HRA), Human resource information system (HRIS).

**Unit V-** Maintenance of Human Resource: Employee health and safety; employee welfare; social security; Employer-Employee relations- an overview; grievance-handling and redressal; Industrial Disputes: causes and settlement machinery.

### Suggested Readings: -

1. Robins A. David, *Human Resource Management*, Prentice Hall of India, New Delhi.
2. Flipppo, Edwin B, *Principles of Personnel Management*, McGraw Hill Book Co. New York,
3. Ganguli, H.C., *Industrial Productivity and Motivation*, Asia Publishing House, Bombay.
4. Yoler, Dale, *Personnel Management and Industrial Relations*, Prentice Hall of India, New Delhi.
5. Bowley, AM Handbook, *Salary and Wage System*, Grover press, Esses.
6. Tracy, W.R., *Designing, Training and Development Systems*, American Management Association, New York.
7. Yoder, D. Maheman, H.G. Turnbule J.G. and Stone, C. Handbook, *Personnel Management and Industrial Relations*, McGraw Hill Book Co. New York.
8. Rao. P. Subba, *Essentials of Human Resource Management*, Himalaya Publishing House, Bombay.
9. Memoria, C.B. *Personnel Management*, Himalaya Publishing House, Bombay.
10. *Indian Journal of Industrial Relations*, Shri Ram Center for Industrial Relations, New Delhi.
11. *Industrial Relations*, Institute of Industrial Relations, University of California, Berkley, California.

## Production and Operations Management

MBAC-207

L T P Credit  
4 - - 4

Time: 3 hours

External Theory Marks: 80

Internal Marks: 20

Total Marks: 100

**Course objective:** The objective is to get the students acquainted with the design aspects of operations and material management and to develop relevant skill.

### Course Contents:

**Unit-I:** Introduction: Objectives, Functions & Scope, types of production systems, operations strategy; Facility Planning, Factors Affecting Plant location & plant layout; Tools and Techniques used for Plant Layout Plannings. Types of characteristics of manufacturing, service system and operation strategies.

**Unit-II:** Production Planning and Control Process Planning, Aggregate Production Planning, Capacity Planning: Introduction, Capacity Planning; Product Design, and Development; Project Scheduling: Critical Path Method (CPM), and PERT, Sales forecasting, Forecasting system- Qualitative & Quantitative methods.

**Unit-III:** Materials Management - Concepts, Objectives, Functions, Materials Requirement Planning (MRP)-I, Materials Requirement Planning (MRP)-II Purchasing Management - Objectives; Functions; Methods; Procedure Management - Types of Stores; Functions; Coding Methods. Value Analysis – Concepts

**Unit-IV:** Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance, Kanban System, Enterprise Resource Planning (ERP), TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts.

**Unit- V:** Quality management: Introduction; Meaning, Concept of Quality, Total Quality Management (TQM), Total Productive Maintenance (TPM), Statistical Quality Control (SQC), concept of Six Sigma and its application; Advanced Manufacturing Technologies: Just in Time (JIT),

### Recommended Books:

1. R. Paneerselvam, Production & Operations Management; PHI; New Delhi
2. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi
3. Bedi, Production & Operations Management, 2/e, Oxford University Press.

### Reference Books:

1. R.S. Russell, and B.W. Taylor, Operations Management, Pearson Education
2. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi
3. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi
4. K. N. Dervitsiotis, Operation Management, McGraw-Hill International Company.
5. Bedi, kanishka, Production and operation management, Oxford University press.