

BHAGWANT GLOBAL UNIVERSITY, KOTDWAR

(Approved by UGC & Established by Govt. of Uttarakhand Under Act. No. 39 of 2016)



Evaluation Scheme & Syllabus
For
Master of Business Administration
(Effective from the session 2017-2018)
Two year fulltime
Under Choice Based Credit System (CBCS)

Uttari Jhandi Chaur, Kotdwar District- Pauri - Garhwal, Uttarakhand-246149

Phone: 01382-242904, 242905, 242906, 242907



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Second Semester (MBA)

S. No	Subject Code	Subject Name	Evaluation–Scheme							Credit
			Periods						Total	
			L	T	P	Mid Term	Asses Test	Ext		
Theory										
1.	02MBA101	Organisation Behaviour	3	1	0	15	25	60	100	4
2.	02MBA102	Management Accounting	3	1	0	15	25	60	100	4
3.	02MBA103	Operation Research	3	0	0	15	25	60	100	3
4.	02MBA104	Marketing Management	3	1	0	15	25	60	100	4
5	02MBA105	Financial Management	3	1	0	15	25	60	100	4
6	02MBA106	Human Resource Management	3	0	0	15	25	60	100	3
7	02MBA107	Production and Operation Management	3	1	0	15	25	60	100	4
8	02MBA108	Business Research Methods	3	1	0	15	25	60	100	4
9	02MBA301	General Proficiency							100	1
		TOTAL							900	31



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Uttar Jhandi Chaur, Kotdwar Uttarakhand-246149

Subject Name- Organisation Behavior
Semester-Second

Subject Code-02MBA101
Credit Value- 4 [P=0, T=1, L=3]

Unit I

Introduction

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, O Band Emotional Intelligence.

(c) **Motivation:** Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom's Expectancy Theory; Job Design Theory; Equity Theory; Integrating Contemporary Theories of Motivation; Culture-Boundedness of Motivation Theories; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.

Unit II

(a) **Personality:** Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.

(b) **Leadership:** Concept and Functions; Style And Theories of Leadership: Traits, Behavioural and Situational/Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.

(c) **Stress:** Concept; Consequences and sources; Stress Management: Approaches.

Unit III

(a) **Group Behaviour:** Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Group think and Groups Shift; Group Decision Making Techniques and Process.

(b) **Interpersonal Relationships:** Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.

(c) **Conflict Management:** Concept; Causes; Types; Stages; Effects; Management of Conflicts.

Unit IV

(a) **Organisation Power and Politics:** Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impressing Management.

(b) **Organisational Culture:** Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.

(c) **Organisational Changes:** Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.



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Uttar Jhandi Chaur, Kotdwar Uttarakhand-246149

Subject Name- Management Accounting

Subject Code-02MBA102

Semester-Second

Credit Value- 4 [P=0, T=1, L=3]

Unit I

Introduction

Nature, Scope and Importance of Management Accounting; Difference between Financial Accounting and Management Accounting; Difference between Cost Accounting and Management Accounting; Cost Control, Cost Reduction, and Cost Management.

Unit II

Budgeting and Budgetary Control

Concept of Budget and Budgetary Control; Objectives, Merits and Limitations of Budget Administration; Types of Budget: Fixed and Flexible Budgets, Zero-Base Budget, Programme and Performance Budget.

Unit III

Standard Costing

Concept of Standard Cost and Standard Costing; Advantages, Limitations, and Application; Variance Analysis: Calculation of Material Variances, Labour Variances, and overhead Variances, Disposition of Variances.

Unit IV

Marginal Costing and Decision Making

Concept of Marginal Costing, Differential Costing and Absorption Costing, Break-Even Analysis, Use of Above Costs in Decision-Making; Make or Buy, Change of Product-Mix, Pricing and Determination of Shut-Down Point.

Unit V

Responsibility Accounting

Concept and Approaches to Responsibility Accounting. Different Responsibility Centers Significance; Divisional Performance Measurement–Financial Measures.

References

1. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, *Introduction to Management Accounting, 14th ed.*, Prentice-Pearson Education, Delhi, 2008.
2. Khan, M.Y., and P.K. Jain, *Management Accounting, 6th ed.*, Tata McGraw-Hill, New Delhi, 2009
3. Richard M. Lynch and Robert W. Williams, *Accounting and Management: Planning and Control 3th ed.*, Tata McGraw-Hill, New Delhi, 2005.
4. Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, *Accounting: Text and Cases, 13th ed.*, Tata McGraw-Hill, New Delhi, 2010.



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Uttar Jhandi Chaur, Kotdwar Uttarakhand-246149

Subject Name- Operation Research
Semester-Second

Subject Code-02MBA103
Credit Value- 3 [P=0, T=0, L=3]

Unit I

Management Science

Basic Concepts, Models and their role in Decision-Making, Linear Programming—Basic Concepts Formulation, Graphical and Simplex Methods, Duality and Sensitivity Analysis

Unit II

Assignment Models

Mathematical Formulation of Assignment Fundamental Theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variation in Assignment Problem, Transportation Models: Mathematical Formulation, Forms of Transportation Problem, Feasible Solution, Initial Basic Feasible Solutions by North West Corner, Least Cost and VAM Methods and Moving towards Optimum Solution by Stepping Stone and MODI methods, Degeneracy in Transportation Problem, Maximization in Transportation Problems.

Unit III

Simulation

Definition, Types, Uses, Limitations and Phases of Simulation, Even Type, Monte-Carlo Simulation, Queuing Theory: Waiting Line Models

Unit IV

Game theory and Replacement Model

Characteristic of Game Theory, Mini max Criterion and Optimal Strategy, Saddle Point, Mini max Theorem, Replacement Models and Systems, Reliability-Replacement of items that Deteriorate.

Unit V

Job Sequencing and PERT/CPM

Assumptions, Processing and Job sequencing on two and three machines, Project Management by PERT And CPM.

References

1. JK Sharma, *Operations Research-Theories and Applications*, Macmillan India Ltd. ,New Delhi.2009
2. H A Taha, *Operations Research-An Introduction*, Mc- Millan, New York,2002.
3. Barry Render, Ralph M. &Michael E. Hanna, *Quantitative Analysis*
4. Hira and Gupta, *Operations Research*, S. Chand & Sons, New Delhi2011
5. Budnik Frank S., Dennis Mcleavey, Richard Mojena, *Principles of Operations Research,, All India Traveler Books Heller, New Delhi,2003*



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Subject Name- Marketing Management
Semester-Second

Subject Code-02MBA104
Credit Value- 4 [P=0, T=1, L=3]

Unit I

Marketing Concept

(a) Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging role of marketing; Marketing Mix.

(b) **Marketing Environment:** Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

Unit II

(a) **Consumer Behavior:** Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behavior; Determinants of Consumer Behaviour; Theories of Consumer Behavior; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.

(b) **Market Segmentation:** Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

Unit III

Product Decisions

Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product(Consumer);Adoption Process

Unit IV

(a) **Price Decisions:** Pricing as a Marketing Variable- its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies.

(b) **Distribution Channels and Physical Distribution Decisions:** Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; Determining The Intensity of Distribution; Channel Management Decisions-Selection, Motivation and Evaluation of Individual Middle men; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

Unit V

(a) **Promotion Decisions:** Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion.

(b) **Legal, Ethical and Social Aspects of Marketing:** Consumerism; Consumer Protection Measure in India ;Recent Developments in Consumer Protection in India.

References

1. Kotler Philip and Gray Arm strong: *Principles of Marketing, Prentice hall New Delhi*
2. Kotler Philip: *Marketing Management-Analysis, Planning, Implementation and Control, Prenticehall New Delhi*
3. Ramaswami, V.S and Namakumari, S: *Marketing Management MacMillan India New Delhi*
4. Stanton, Shallian J. and Charles Futrell: *Fundamentals of Marketing Mc Grawhill New York*
5. Rajan Saxena, *Marketing anagement, 3rd Ed ,Tata MC Graw Hill, New Delhi, 2009*



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Subject Name- Financial Management
Semester-Second

Subject Code-02MBA105
Credit Value- 4 [P=0, T=1, L=3]

Unit I

Nature, Objectives and Scope, Modern Concept of Finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Frame work for Financial Decision Making, Time Value of Money.

Unit II

(a) **Cost of capital:** Concept of Value, Present Value ,Basic Valuation Models.
(b) **Capital Structure:** Concept, Financial Lever age and its Impact on the Valuation of Firm, Theories Of Capital Structure-Net Income Approach, Operating Income Approach, Miller–Modigliani Approach, Determinants of Capital Structure.

Unit III

Investment Decision

Nature and kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions-Some Case Studies.

Unit IV

(a) **Dividend Decisions:** Dividend and its Form, Theories of Dividend Policy and their Impact on the value of a Firm, Determinants of Dividend Policy.
(b) **Working Capital Management:** Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

Unit V

Corporate Restructuring

Merger and Acquisitions-Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies relevant for above Topics are required be Discussed.

References

1. Van Horne James C.: *Financial Management and Policy* ,Prentice Hall of India,New Delhi.
2. Prashna Chandra: *Financial Management*. Mc Graw Hill
3. Pandey, I.M: *Financial Management*. 9th Ed. Vikas Publishing.
4. KhanandJain: *Financial Management*. Mc GrawHill.
5. RossS. A.,R.W: *Wester field and J. Jaffe, Corporate Finance*,7th Ed. Mc Graw Hill.
6. Brealey R.A. andS.C. Myers:*PrinciplesofCorporateFinance*,McGrawHill,6th Ed.
7. V.Saran, *Financial Management*, PHI.



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Subject Name- Human Resource Management
Semester-Second

Subject Code-02MBA106
Credit Value- 3 [P=0, T=0, L=3]

Unit -1

Introduction to Human Resource management

(a) Evolution of HRM (b) Objectives and Function of HRM (c) Role and Responsibilities of HR Manager (d) Relevance of HRM (e) Systems approach to HRM.

Unit -2

Acquisition of Human Resource Management

(a) Human Resource Planning: Purpose and Process (b) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (c) Placement, Goals Analysis: Job Description and Job Specification.

Unit -3

Developing Human Resources

(a) Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes (b) Concept of HRD (c) Management Development Programmes.

Unit -4

Performance Appraisal

(a) Concept and Objectives of Performance Appraisal (b) Process of Performance Appraisal (c) Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Limitation and Constraints (f) 360 Degree Performance Appraisal (g) Promotion-Degree, Transfer Air Separation: Promotion, Purpose, Principles and Types; Transfer: Reasons, Principles and Types; Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary, Retirement Scheme.

Unit -5

Motivating Human Resources

(a) Motivation at Work, Major Motivation Theory: An overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fringe Benefits (e) Discipline and Employees' Grievance Redressal.

References:

1. De Cenzo, D.A. & Robbins: *Fundamentals of Human Resource Management*, New York: John Wiley & Sons.
2. Dessler, G.: *Human Resource Management*, Pearson.
3. Monappa & Saiyaddin: *Personnel Management*, Tata Mc Graw Hill.
4. Rao, V.S.P.: *Human Resource Management-Text and Cases*, Excel Books.



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Subject Name- Production Operation Management
Semester-Second

Subject Code-02MBA107
Credit Value- 4 [P=0, T=1, L=3]

Unit I

Introduction

Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Layout Planning and Analysis.

Unit II

Production System and Related Concepts

Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Controlling Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

Unit III

Scheduling and measuring Production Activity

Scheduling, Maintenance Management Concepts, TPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

Unit IV

Material and Inventory Management

An over view of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages),JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

Unit V

Quality in Production and Operations in Management

Quality Assurance, Accepting Sampling, Statically Process Control, Total Quality Management, QMS and ISO standards.

References

1. Adam and Ebert, Ronald J, *Production and Operation Management-Concepts, Models & Behaviour*, PHI New dehli.
2. Chay SN, *Production and Operation Management-Concepts Methods and Strategy*, PHI New Delhi 2005.
3. Baff.ES, *Modern Production Management; John Willey, New York1993.*



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Uttar Jhandi Chaur, Kotdwar Uttarakhand-246149

Subject Name- Business Research Methods
Semester-Second

Subject Code-02MBA108
Credit Value- 4 [P=0, T=1, L=3]

Unit I

Introduction

Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, Types of Research, the Research Process: An over view.

Unit II

Research Design

Concept, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process.

Unit III

Questionnaire Design and Schedule

Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

Unit IV

Sampling Theory

Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design ,Determinants of Sample Size, Steps in Designing the Sample.

Unit V

Data Analysis

Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T-Test, Z-Test, F-Test, Chi square Test and ANOVA, Introduction to Computerized Statistical Packages.

Books

1. *Zikmund: Business Research Methods, Cengage Learning 2011-12*
2. *Cooper and Schindler: Business Research Methods, Tata Mc Graw Hill,2011*
3. *Saunders: Research Methods for Business: Pearson Education,2010*
4. *Bry man and Bell: Business Research Methods, Oxford*

