COURSE CURRICULUM
(w. e. f. Academic Session 2011-12)
TWO-YEAR
MBA PROGRAMME
(Semester Based)

Guru Jambheshwar University of Science &
Technology, Hisar
MBA SYLLABUS
FIRST SEMESTER

MBA-101 MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR
M.T: 3 HRS M.M:70

Course Contents:
Introduction to management; Evolution of management thoughts; Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Planning (Decision Making and MBO), Organizing (Organizational design and structure), Directing (Leading, Motivating and Communicating) and Controlling function of management. Understanding and managing individual behaviour; Personality; Perception; Attitudes; Learning; Understanding and managing group processes- interpersonal and group dynamics; Transactional Analysis; Applications of Emotional Intelligence in organizations. Organizational Change; Organizational Development; Conflict Management and Stress Management.

MBA-102 BUSINESS STATISTICS
M.T: 3 HRS M.M:70

Course Contents:
Definition, scope and limitations of statistics; Descriptive statistics: central tendency, dispersion; Probability theory: additive and multiplicative rules, conditional probability, Baye’s theorem; Probability distributions; Binomial, Poisson, Normal distribution, their characteristics and applications. Sampling and sampling methods: basic sampling concepts, sampling and non-sampling errors; sampling distributions of mean and proportion; law of large numbers; central limit theorem; statistical estimation: point and interval estimation of population mean. Inferential statistics: Hypothesis testing- formulation of hypothesis and types of errors; large and small sample tests - Z, t, F tests and ANOVA (One way); non parametric tests: Chi-square test, Sign test, Wilcoxon signed rank test, Kruskal Wallis test. Correlation and regression analysis - two variables case; time series analysis- meaning, importance and application, trend analysis using least square method. Statistical quality control: causes of variations, quality control charts, purpose and logic of constructing a control chart, types of control charts, computing the control limits (X and R Charts); control charts for attributes - fraction defectives and number of defects; acceptance sampling. Index numbers: meaning and types, weighted aggregative indices – Laspeyer’s and Paasche’s indices and their comparison, test of adequacy, problems of index number.

MBA-103 MANAGERIAL ECONOMICS
M.T: 3 HRS M.M:70

Course Contents:
Nature and scope of managerial economics; importance of managerial economics in decision making; Demand function; Elasticity of demand and its significance in managerial decision making; Consumer equilibrium-utility and indifference curve approach; Cost and revenue curves and economies of scale; Production function: short term and long run; Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly. Modern theories of firm: Bamoul’s theory of sales maximization; Williamson’s Managerial discretion model, Behaviour model of Cyert and March. National income- concept and measurement; Inflation- types and control; Basic concepts of trade cycles; Monetary and fiscal policies- concepts, objectives and instruments. Growth models: Harrod-Domar model and Solow model of economic growth.
MBA -104 BUSINESS ENVIRONMENT  
M.T: 3 HRS M.M:70

Course Contents:

MBA-105 ACCOUNTING FOR MANAGERS  
M.T: 3 HRS M.M:70

Course Contents:

MBA-106 BUSINESS COMMUNICATION  
M.T: 3 HRS M.M:70

Course Contents:
Meaning, role, functions and importance of communication in Business Organisations; Communication Process; Principles of Business Communication; Barriers of Communication and strategies to overcome the barriers; Reading skills; Listening skills; Types of Communication- Formal and Informal communication, Verbal and Non-verbal communication, Oral and Written communication; Business Letters- Format and layout of business letter, Types of business letters; Internal Communication- Circulars, Memos, Office notes, Representations, Reminders, Employee Newsletters; Report writing- Types of reports, Essentials of good report writing, steps in report writing, Synopsis writing, Preparing a resume; Interactive communication- Meetings, Conferences, Interview & GD, Public Speech; Presentation skills; Cross cultural communication- Problems of cultural differences; Techniques of communicating across cultures; Role of technology in communication, Electronic communication.

MBA: 107 COMPUTER APPLICATIONS IN BUSINESS  
M.T: 3 HRS M.M:70

Course Contents:
Computer systems: an introduction; Classification of computer system; Generations of Computers; Parts of a computer system; Computer languages and Operating Systems; Indian computing environment. Internet and
Intranet: Meaning of Internet and Intranet, Types of Internet connections, Setting & connecting to Internet; Introduction to TCP/IP, sending and reading e-mails; Search engines, Downloading/Uploading from/to website; Introduction to LAN, MAN & WAN. E-Commerce: an introduction; framework; applications; Network infrastructure; Internet communication; Online transaction processing, Electronic payment system; Electronic data interchange (EDI), Electronic signature, Brief introduction to Information Technology Act and its major applications – cyber crime, phishing website. MS Office: MS Word, Word basics, Formatting texts and documents, working with heading and footnotes, tables and sorting, graphics mail merge and macros; Spreadsheets and their uses in business. Excel basics, rearranging worksheets, excel formatting techniques, chart features and working with graphics in excel; Power Point: Basics, working with texts and graphics in power point. Basic applications of PASW (SPSS) and E-view software with reference to data analysis.
SECOND SEMESTER

MBA-201 MARKETING MANAGEMENT
M.T: 3 HRS M.M:70

Course Contents:

MBA -202 HUMAN RESOURCE MANAGEMENT
M.T: 3 HRS M.M:70

Course Contents:
Concepts and perspectives of Human Resource Management; Human Resources Management in a changing environment; Managerial and operative functions of HRM; Human Resource Planning; Career and Succession planning; Job analysis; Methods of manpower search; Attracting, Selecting and Retaining human resources; Induction and Socialization; Manpower training and development; Performance Appraisal and Potential Evaluation; Job Evaluation and Compensation Management; Employee Separation Practices.

MBA -203 FINANCIAL MANAGEMENT
M.T: 3 HRS M.M:70

Course Contents:
Introduction to financial management, Objectives of financial management; Time value of money; sources of finance, Investment decisions: Importance, Difficulties in determining cash flows, methods of capital budgeting; Risk analysis; Cost of capital: Concept and importance; Computations of cost of various sources of finance; Average Cost of Capital; Capital Structure decisions: Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.

MBA -204 PRODUCTION AND OPERATIONS MANAGEMENT
M.T: 3 HRS M.M:70

Course Contents:
Course Contents:

Course Contents:
Definition, methodology, scope and limitations of management science; Linear programming: meaning, scope, assumptions, formulation, graphical and simplex methods, special cases; sensitivity analysis: change in objective function coefficient, availability of resources. Transportation problems: initial basic feasible solution, MODI method, special cases of transportation problem; assignment problems- Hungarian assignment method. Queuing theory: introduction, elements of queuing system, operating characteristics, queuing model (single-channel poisson arrivals with exponential service time, infinite population model); Inventory models with deterministic demand; Project scheduling (PERT/CPM). Decision theory and decision trees analysis; Game theory: Pure and mixed games, dominance and graphical method; Markov analysis; Simulation (Monte Carlo Method). Integer programming- branch and bound method; Goal programming; Dynamic programming.

Course Contents:
Scientific research: meaning and characteristics of scientific research; Types of research qualitative, quantitative, experimental, exploratory, empirical, descriptive, case studies, historical studies, philosophical studies, quasi-experimental. Constructs and variables, and review of literature: concept of constructs and variables; Type of variables- continuous and categorical. Constructs, observables and intervening variables. Review of literature- purpose of review, sources of review. Problem identification and formulation of hypothesis: meaning and characteristics of a problem, Types of problem. Hypothesis-meaning and characteristics of a good hypothesis, ways of stating hypothesis, types of hypothesis. Research designs: Concept, need and types of research designs; Survey research-nature, errors, medium of collecting the observations and related issues. Measurement, reliability and validity: concept, rules, types of scales, Questionnaire Design. Basic concepts of reliability and validity. Sampling design & sampling: Census v/s Sampling. Type of sampling and its selection; Sample size determination.
FINAL YEAR (3rd Semester)

COMPULSORY PAPERS

MBA-301 BUSINESS POLICY AND STRATEGIC MANAGEMENT
M.T: 3 HRS M.M:70

Course Contents:
An introduction to business policy - Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making. Strategy formulation: Company’s vision, mission and objectives; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain, core competency, resource base theory and competitive advantage. Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation. Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

MBA-302 BUSINESS LEGISLATION
M.T: 3 HRS M.M:70

Course Contents:

FINANCE AREA PAPERS

FM-302 SECURITY ANALYSIS
M.T: 3 HRS M.M:70

Course Contents:
Investment -return and risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities, OTCEI. Cost of investing in securities; mechanics of investing; markets and brokers; investment companies; market indices and return. Objectives of security analysis; investment alternatives; valuation theories of fixed and variable income securities; government securities; non-security forms of investment; real estate investment; investment instruments of the money market. Fundamental and technical approach, efficient market theory; recent developments in the Indian stock market.

FM- 304 INSURANCE AND BANKING
M.T: 3 HRS M.M:70

Course Contents:
Introduction to insurance; various types of insurance; principles of insurance; important insurance policies in life and non-life insurance; IRDA and its role in insurance sector in India; privatization of insurance industry in India; insurance business operations; recent trends in insurance around the globe, Concept and implications of bank-assurance and universal banking in India. Insurance Environment: Internal, External, Legal and Commercial. Comparative Environment of Insurance Business, Insurance procedure - Settlement of Claims under life and non-life insurance. Contemporary issues in insurance. Evolution of Banking Law; Main provisions of Banking Regulation Act, 1949; and RBI Act, 1934. Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these securities. Guarantees: Contract of Guarantee and
contract of indemnity, Guarantee as Banker's Security. Writing Reports on Bank visits; Prevailing practices in Banking - Case studies. Banker Customer Relationship; Contemporary Issues in Banking: NPA and Capital Adequacy in Indian Banks.

**FM-306 FOREIGN EXCHANGE MANAGEMENT**  
**M.T: 3 HRS M.M:70**

**Course Contents:**

**MARKETING AREA PAPERS**

**MM-301 CONSUMER BEHAVIOUR**  
**M.T: 3 HRS M.M:70**

**Course Contents:**
Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy: Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation, Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics & Lifestyle; Influence of Culture, Subculture and social class; Reference Group Influence; Diffusion of Innovation and Opinion Leadership; Family Decision Making; Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit.

**MM-303 ADVERTISING MANAGEMENT**  
**M.T: 3 HRS M.M:70**

**Course Contents:**

**MM-304 SALES MANAGEMENT**  
**M.T: 3 HRS M.M:70**

**Course Contents:**
Nature Scope and objectives of Sales Management; Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling, Salesmanship; Sales forecasting; Determination of size of sales force; Sales organisation; Recruitment and conducting sales training programmes; Designing and Administering Compensation plan; motivating and supervising sales personnel; Sales Meetings and Contests; Designing
Territories and allocating sales efforts, Sales Quota, Sales evaluation Programme, Sales budgeting and Control, International Sales Management.

HRM AREA PARERS

**HRM-302 HUMAN RESOURCE PLANNING AND DEVELOPMENT**

**Course Contents:**
Macro level manpower planning and labour market analysis; Organisational human resource planning; Work force flow mapping; Age and grade distribution mapping; Models and techniques of manpower demand and supply forecasting; Behavioural factors in human resource planning-Wastage analysis; Retention; Redeployment and exit strategies; Career management and career planning; Performance appraisal and performance management; Potentials appraisal and career development; Quality of Work Life; Human resource information system; Human Resource Audit; Human resource valuation and accounting.

**HRM-303 COMPENSATION MANAGEMENT**

**Course Contents:**

**HRM-304 MANAGING INTERPERSONAL AND GROUP PROCESSES**

**Course Contents:**
Group as a medium of learning; Development and change; Group cohesiveness; Influence processes; Interpersonal communication; Interpersonal awareness and feedback process; Interpersonal trust; Group decision making; Group synergy; Team building; Fundamental interpersonal relations orientation (FIRO-B); Career roles and identity; Competition and cooperation.
FINAL YEAR (4th Semester)
COMPULSORY PAPERS

MBA-401 ENTREPRENEURSHIP DEVELOPMENT
M.T: 3 HRS M.M:70

Course Contents:
Concept of Entrepreneur, Entrepreneurship and Intrapreneur, Entrepreneur vs. Manager; Significance of Entrepreneurian Economic Development; Economic, Social and Psychological need for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship; Ethics and Entrepreneurship; Life Cycle of new Business and relationship with Large Enterprises. The Function of the Entrepreneur in Economic Development of a Country; Methods and Procedures to start and expand one's own Business; Achievement Motivation; Environmental Factors affecting success of a new Business; Reasons for the failure and visible problems for Business. Feasibility Study -Preparation of Feasibility Reports: Selection of factory location, Economic, Technical, Financial and Managerial Feasibility of Project. Govt support to new Enterprise; Role of Government and Promotional agencies in Entrepreneurship Development, Entrepreneurship Development Programmes; Role of various institutions in Developing Entrepreneurship in India (A brief description only).

MBA-402 BUSINESS ETHICS
M.T: 3 HRS M.M:70

Course Contents:

FINANCE AREA PAPERS

FM-401 PORTFOLIO MANAGEMENT
M.T: 3 HRS M.M:70

Course Contents:
Introduction to Portfolio Management: Meaning, Portfolio Selection, Optimal Portfolio. Theories of Portfolio Management: Constructing Efficient Frontier, Arbitrage Pricing Theory, Capital Asset Pricing Model (CAPM), Markowitz Theory, Mean Variance Criterion, Sharpe’s Ideal Index, Traynor Index. Introduction- Meaning, need, risk & return determination of a portfolio, Markowitz portfolio theory, sharpe simple index model and APT; Optimal portfolio: selection & problems; Efficient Frontier: Meaning & Construction and investors utility; Efficient frontier (i) risk-free and (ii) risky lending and borrowing. Leveraged portfolio; market portfolio; capital market line: CAPM; security market line; characteristic line; Portfolio revision - meaning, need and constraints: formula plan; constant-dollar-value plan, constant ratio plan, variable ratio plan. Bond portfolio management strategies - passive portfolio strategies, active portfolio strategies; portfolio performance evaluation, risk adjusted performance measures.
FM-402 FINANCIAL SERVICES
M.T: 3 HRS M.M:70

Course Contents:
Financial Services: Meaning, Nature and Types; Leasing: Concept. Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of Leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfaiting. Hire Purchase Finance and Consumer Credit: Conceptual Frame Work; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of consumer Credit. Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions. Credit Cards: Concept and Significance; Types of credit Cards, Credit Card business in India. Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building. Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; Advantages; The Present Scenario. Securitisation: Concept, Mode, Mechanism and Beneficiaries of Securitisation; Securitisation in India. Depository: Concept, Depository participants; Functions of depository system; Benefits of depository; Depository system in India. Venture Capital: Meaning, Modes of Financing, Role and Functions of Merchant Bankers.

FM-407 FINANCIAL AND COMMODITY DERIVATIVES
M.T: 3 HRS M.M:70

Course Contents:
Financial Derivatives - An Introduction. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders: Futures Markets and the use of Futures for Hedging: Forward and Futures Prices, Swaps: Options Markets; Properties of Stock Option Prices: Trading Strategies Invoicing Options; Black-Scholes Option Model: Binomial model: Options on Stock indices: Currencies Futures Contracts: General Approach to Pricing Derivatives Securities; Derivatives Market in India. Introduction to Commodity Derivates: Cereals, metals and energy products.

MARKETING AREA PAPERS

MM-401 INTERNATIONAL MARKETING
M.T: 3 HRS M.M:70

Course Contents:

MM-403 SERVICE MARKETING
M.T: 3 HRS M.M:70

Course Contents:
The Emergence of Service Economy; Nature of Services; Differences in Goods and Services Marketing; Marketing Challenges in Service Businesses; Marketing Framework for Service Businesses; The service Classification; Service Product Development; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategy; Quality Issues and Quality Models; Managing Productivity and
Differentiation in Service Organizations; Demand-supply Management; Advertising; Branding and Packaging of Services; Recovery Management; Relationship Marketing; Employee Empowerment, Customer Involvement in services.

MM-405 CUSTOMER RELATIONSHIP MANAGEMENT
M.T: 3 HRS M.M:70

Course Contents:
Customer Relationship Management (CRM): Concept, Nature, Scope and Importance of CRM. Customer Relationship Marketing: Relationship development process - Planning and implementation of CRM programme; Integrating customer data into CRM strategy; Data mining and data warehousing for CRM; Role of IT & Internet in CRM; Customer Retention strategies, Application of CRM - Travel, Airline, Health Care, Retail, Telecommunications, Banking and Insurance industry.

HRM AREA PARERS

HRM-403 TRAINING AND DEVELOPMENT
M.T: 3 HRS M.M:70

Course Contents:
Training Process - an overview; Role, Responsibilities and Challenges of Training Manager; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instructional Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Training Methods and Techniques; Training Aids; Training Communication; Training Evaluation; Training and Development in India.

HRM-404 ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES
M.T: 3 HRS M.M:70

Course Contents:

HRM-406 GLOBAL HUMAN RESOURCE MANAGEMENT
M.T: 3 HRS M.M:70

Course Contents: