

**BARKATULLAH UNIVERSITY,  
BHOPAL**



**MASTER OF BUSINESS ADMINISTRATION (F – T)**

**COURSE CURRICULUM**

**SEMESTER – FIRST**

**SESSION 2009 – 2010**

# M.B.A. – SEMESTER – I

## MANAGEMENT CONCEPTS AND PRACTICES

Course No. CP: 101

Max. Marks : 80

Min. Pass Marks: 32

**Objective:** To Familiarize Students with Comprehensive Contemporary Management Principles and Practices.

### Course Content

**Unit I:** Management- objective, Overview, Process, Functions, Skills and Roles Nature and Singnificance, Management and Society (Environment).

**Unit II:** Evolution of Management Thought – Taylor, Fayol, Elton Mayo, FC Bernard Linker and Webber (Theories of Management) , Recent, Trends and Future Challenges Management.

**Unit III:** Planning – Concept, Importance, Types and Process, Strategic Management- Overview and Process, MBO, MBE, Decision Making- Concept, Process, types, Techniques and Importance.

**Unit IV:** Organizing – Principles Structure Process, Importance, Organizational design: Departmentation; Span of Control; Delegation; Decentralization; Staffing- Meaning, Scope, Features, Steps and Process;

**Unit V:** Directing and Controlling – Motivation, Morale and Productivity. Leadership Communication (Organizational) Controlling – Nature, Process and Techniques Coordination.

### Scheme of Examination

Total Mark: (Internal 20, External 80) = 100

### Suggested Readings:

1. Koonz O Donnel: Principles of Management.
2. Stonier I : Management. Now Delhi Prentice ball of India.
3. Gupta Sharma and Bhalla: Practices of Management Kalyani Publication.
4. Rao and Krisna; Management Text and cases Excel Books.
5. Ramaswamy, T. “ Principals of Management” Principal of Management : Himalayas Publishing House, Mumbai, 1998.
6. Srtnivasan, R. and Chunawalla, S.A, Management Principals and Practices, Himalaya Publishing House, Mumbai, 1995.

**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-I SEMESTER**  
**(REVISED SYLLABUS)**  
**QUANTITATIVE METHODS**  
**COURSE NO. CP: 102**

**Max. Marks (Ext. Exam): 80**

**Mm. Pass Marks 20**

**OBJECTIVES:**

The objective of the course is to make the students familiar with some basic statistical techniques. The main focus, however, is in their applications in business decision making.

**COURSE CONTENTS:**

**UNIT -I** Statistical basis of managerial decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency — Mean, Median, Mode, Requisite of ideal measures of Central techniques, Merits, Demerits of Mean, Median Mode and their managerial application.

**Unit-II** Dispersion Measures of dispersion range, Q.D., M.D., S.D., coefficient of variation, skewness, kurtosis.

**Unit-III** Theory of Probability and probability distribution-Mathematical probability, Trial and event, sample space, Simple problem based on sample space, Binomial, Poisson, Normal distribution and their application in business decision making.

**Unit-IV** Correlation and regression analysis — Karl Pearson's coefficient of correlation, rank correlation, repeated ranks, spearman's rank correlation, regression equation, Regression coefficient, Time Series analysis and forecasting.

**Unit-V** Sampling Concepts and Theory Z-test and T-test for difference of Means and management test in management F-test.

**SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

**PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers) 4 out of 8  $4 \times 8 = 32$  Marks.

Sec. B: (Essay type & case) 3 out of 5  $3 \times 16 = 48$  Marks.

**SUGGESTED READINGS:**

1. Gupta, S.P. and Gupta M.P. 'Business Statistics'. New Delhi, Sultan Chand, 1997.
2. Levin Richard I and Rubin David S. 'Statistics for Management'. New Jersey, Prentice Hall Inc., 1995.
3. Elhance, 'Fundamental of statistics for Management'.
4. "Statistics for Management", T.N. Srivastava and Shailaja Rego, T

## MANAGERIAL ECONOMICS

**COURSE NO. CP: 103**

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

### **OBJECTIVES :**

The objectives of this course is to acquaint the students with concepts and techniques used in Micro – Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalisation.

### **COURSE CONTENTS :**

- Unit – I Concepts and Techniques – Nature and Scope of Managerial Economics, Application of Economics in Managerial Decision Making – Marginal Analysis; Theory of Demand – demand functions, income and substitution effects, demand forecasting.
- Unit – II Production and Cost – returns to scale, cost curves, break-even analysis; economies of Scale, Theory of firm – profit maximization, sales maximization.
- Unit – III Market Structure – Price and output decision under different market structures, price discrimination, non-price competition.
- Unit – IV Macro Economics–Aggregates and Concepts, GNP and GDP, Concept and Measurement of National Income: Determination of National Income,
- Unit – V Money Supply and Monetary Policy, Fiscal Policy: Aggregate Consumption – Gross Domestic Savings, Gross Domestic Capital Formation – WPI, CPI and Inflation. Consumption Function.

### **SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

### **PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

### **SUGGESTED READINGS :**

1. Adhikary, M. 'Business Economics', New Delhi, Excel Books, 2000.
2. **Chopra, O.P. 'Managerial Economics'. New Delhi Tata McGraw Hill 1985.**
3. Divedi D. N. , 'Managerial Economics', Vikas Publication.
4. Varshney R.L. & Maherhwari R. L., 'Managerial Economics'.
5. Koutsoyiannis, A. 'Modern Mico-Economics', New York, Macmillan, 1991

# ENVIRONMENT AND MANAGEMENT

**COURSE NO. CP: 104**

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

## **COURSE CONTENTS :**

- Unit – I Environmental Management: Fundamentals – Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management.
- Unit – II Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry; Environmental Management System: ISO 14000.
- Unit – III Environmental Clearance / Permissions for establishing industry; and Environmental Impact Assessment Report.
- Unit – IV Approaches to corporate Ethics, Bio-ethics and Environmental Ethics; Dams and their role.
- Unit – V Pollution - Air, Water and Land, Waste Management; Trade in wastes; Biodiversity Management, Role of Biodiversity in International Trade; Forest – Products and Trade, Soil Erosion, Ozone depletion; Green House Effect; Global Warming.

## **SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

## **PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.  
Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

## **SUGGESTED READINGS :**

1. Uberoi, N.K.; 'Environmental Management', Excel Books, A-45, Naraina Phase –1. New Delhi, 2000.
2. Pandey, G.N.: 'Environmental Management', Vikas Publishing House New Delhi, 1997.
3. Prabhakar V.K., 'Environmental Analysis', Anmol Pub.
4. Gupta N. Dass : 'Environmental Accounting', Wheeler Publishing, 19, K. G. Marg, New Delhi, 1997.

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**MBA (FT)-I SEMESTER**  
**(REVISED SYLLABUS)**

**COMMUNICATION SKILLS (Proposed Syllabus)**

**COURSE NO. CP-105**

Max. Marks (Ext. Exam): 80  
Min. Pass Marks : 32

**OBJECTIVES:**

The objective of this paper is to equip the students with the necessary skills and techniques of business communication.

**COURSE CONTENTS:**

**Unit-1** Meaning, nature, need, types of communication: Oral, Written & non verbal, Upward, Downward & Lateral, Theories of Communication, Process of communication, barriers to effective communication.

**Unit-2** Writing Strategies: Letter writing, types of business letters, Do's and Don'ts of business letters, Business Memos, resume writing, Essentials of resume writing, Importance of resume and covering letter.

**Unit-3** Communication for employment: Strategies to develop effective communication skills, Speeches, Public Speaking, Interviews, group discussion, Conferences, Effective Listening, and Grapevine Communication.

**Unit-4** Type of Non Verbal Communication: meaning and importance Kinesics, Proxemics, Chronemics, Paralanguage and Artefacts, Business etiquettes: Dressing & Grooming, Business Meals, Table Manners.

**Unit-5** Report Writing: Types and structure of reports, drafting reports, Introduction to electronic communication, designing and delivering business presentations.

**SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

**PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

**SUGGESTED READINGS:**

1. Rodrigues, M.V., Effective Business Communication, Concept Publishing Company, Delhi. 2003.
2. Rayudo. C.S., Communication, Himalaya Publishing House, Delhi 2008.
3. Sinha, K.K., Business Communication, Galgoita Publishing Company, New Delhi 2006.
4. Raymond V. Lesikar, John D. Pettit, Jr. Business Communication-Theory and Application, AITBS Publishers & Distribution, Delhi, 1999.
5. Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Effective Business Communication, Tata McGraw- Hills Publishing Company Limited, New Delhi, 2008.
6. Diwan Parag, Business Communication, Excel Books, New D

**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-I SEMESTER**  
**(REVISED SYLLABUS)**  
**MODIFIED/PROPOSED/SUGGESTED**

**ACCOUNTING FOR MANAGERS**

**COURSE NO. CP-106**

Max. Marks (Ext. Exam): 80  
Min. Pass Marks : 32

**OBJECTIVES:**

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

**COURSE CONTENTS:**

**Unit-I** Financial Accounting-Concept, Importance and Scope, Principles of Double Entry, Ledger Accounting, Preparation of Trial Balance

**Unit-II** Preparation of Financial Statements- Profit and Loss Account and Balance Sheet; Depreciation Accounting.

**Unit-III** Financial Statement analysis- Comparative Statement; Common Size Statements; Ratio analysis, Cash Flow and Fund Flow Analysis

**Unit-IV** Management Accounting Concept; Needs, Importance; Basic Concepts of: Budget, Budgetary Control and Zero Base Budgeting

**Unit-V** Cost Accounting- Records and Processes, Types of Cost, Cost Sheet, Basic Concepts of: Standard Costing and Variance Analysis.

**SCHEME OF EXAMINATION:**

Total Marks: (Internal 20, External 80) = 100 marks

**PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

**SUGGESTED READINGS:**

1. Anthony R n and Reece, J. S. 'Accounting Principles', 6th ed. Homewood, Illinois Richard D, Irwin, 1995.
2. Bhattacharya S K and Dearden J. 'Accounting for Management'. Text and Cases. New Delhi, Vikas 1996.
3. Sharma & Gupta, 'Management Accounting' Kalyani Publication.
4. Pandey I.M., 'Management Accounting', Vikas Publication.
5. RAC. Ram Gopal, "Accounting for manager," New Age Publisher.
6. Accounting for non specialized by Jones, Wiley.

**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-I SEMESTER**  
**(REVISED SYLLABUS)**  
**PROPOSED NEW SYLLABUS**  
**Computer Applications in Management**  
**Course Code : CP-107**

**MAX. MARKS (EXT. EXAM): 80**  
**MIN. PASS MARKS : 32**

**Preamble**

The objectives of this course include developing an appreciation of various software, hardware and communication systems available in the industry among the students. The capture, storage, management and retrieval of organizational data are essential to provide information necessary for effective decision making. Therefore managers require computer skills to enable them perform their duties effectively.

**COURSE CONTENTS**

**UNIT -I Basics**

- Introduction to Computers Basics-Hardware & Software, Types of Software, Computers Basics-Hardware & Software, Types of Software, Operating System Features, Operating System as Manager, Application Programs & packages, System Security, Virus, types of virus, Antivirus, firewall
- Introduction to IS-TPS, MIS, DSS, EIS & Enterprise Information Systems
- Keyboard & mouse skills
- Computer buying-decisions

∩ **Tapping Information Library-Searching Skills**

- Search & Browse skills using Internet,
- Web Page (HTML, FORMS) basics - Working with HTML tags, Colors, hyperlinks, unordered lists, definition lists, marquee, tables, Forms
- Websites, Web Servers, Web Hoisting & Email Basics
- Effective use of Blogs, Forums from a business perspective
- Internet as Collaboration Tool - Cloud Computing
- E-Commerce Understanding of E-commerce, generation of Ecommerce, need & importance of E-commerce, application of Ecommerce

**UNIT-II Information Processing- Analyses Skills**

- Excel Basics-Spreadsheet, Range, formulas, functions, Charts
- Excel As Analyses Tool - Understand 'what if analysis, Use of Solver and Scenario Manager & Pivot Tables to analyze data.
- Excel Built-in Functions- Commonly used functions from Date & Time, Logical, Financial, Statistical function groups
- Databases at your fingertips
- Basic concepts, database management system architecture, Relational database concepts
- Manage a database list in Ms Access by sorting, finding and summarizing data.

**UNIT -III Presentation & Reporting**

- MS Power point basics, Using power point templates and slide layouts, slide transition and animation, presentation views and slide show, Creating a business plan using built-in templates

**UNIT -IV Documentation Basics**

- MS Word Basics, Formatting text and documents, working with header footer, tables, mail merge, using built-in document templates

∩ **Communication Workshop**



- MS Outlook basics, email account settings management
- Mail merge using Ms Excel as data source and Outlook as email client

### **UNIT -V Data Communication**

- Computer Networks (LAN, MAN, WAN), network hardware, reference model, Transmission mode, Transmission media (Guided, Unguided)

### **SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

### **PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers) 4 out of 8  $4 \times 8 = 32$  Marks.

Sec. B: (Essay type & case) 3 out of 5  $3 \times 16 = 48$  Marks.

### **Suggested Readings:**

1. Working with MS Office-Tata McGraw Hill
2. Office 2007 Bible, John Walkenbach, Wiley India
3. Fundamentals of Database Management System, Renu Vig, Ekta Walo, Indian Society of Technical Education
4. Networking, Joseph R Levy
5. Mastering HTML-Ray & Ray, BPB Publication
6. The Antivirus Book-Saumil U Shah
7. E-Commerce Strategies- Charles Trepper, PHI

# INTERNATIONAL BUSINESS ENVIRONMENT

**COURSE NO. CP: 108**

Max. Marks (Ext. Exam): 80  
Min. Pass Marks : 32

## **OBJECTIVES:**

The primary Objectives of this course is to acquaint the students to emerging global trends in business environment.

## **COURSE CONTENTS:**

- Unit – I International Business : An Overview – Types of International Business; The External Environment. The Economic and Political Environment, The Human Cultural Environment.
- Unit – II Balance of Payments, WTO and its importance for Indian Business, International Monetary Fund (IMF), World Bank (IBRD).
- Unit – III Exchange rate determination, Fixed and Flexible exchange rate, Convertibility of Rupee and its implication, Foreign Institutional Investors (FII), Foreign Direct Investment (FDI), Euro-Currency.
- Unit – IV Regional Blocks; Internationalization of Service Firms, Export Management; Joint Ventures and Global Competitiveness.
- Unit – V Globalization and Human Resource Development; Globalization with Social Responsibility.

## **SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

## **PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

## **SUGGESTED READINGS :**

1. Alowrth, Julian S. The Finance, Investment and Taxation Decisions of Multinational London, Basil Blackwell 1988.
2. Bhalla, V K and S. Shivaramu, International Business Environmental and Business New Delhi, Anmil 1995.
3. Bhalla, V K International Economy, Liberalisation Process, New Delhi, Anmol, 1993.
4. Daniel, John D and Radebanh, Lee H International Business 5<sup>th</sup> ed., New York, Addison Wesley, 1989.