

# **BARKATULLAH UNIVERSITY, BHOPAL**



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

## **COURSE CURRICULUM**

**SEMESTER – SECOND**

**SESSION 2009 – 2010**

# ORGANISATIONAL BEHAVIOUR

Course No. CP : 201

Max. Marks : 80

Min. Pass Marks : 32

## OBJECTIVES :

**Organizational behaviour provides the knowledge base understanding of behaviour within organizations. OB equips student with tools to effectively manage individuals and groups within organizations and offers a better understanding of organizational culture.**

## COURSE CONTENTS :

- UNIT I :** Understanding Organizational behaviour: Levels of analysis within OB – individual, group and organization; challenges and opportunities for OB; relationship of OB with other fields.
- UNIT II :** Foundation of individual behaviour; learning theories; Perception: factors influencing Perception; Personality, Attitudes, Job satisfaction and Values.
- UNIT III:** Motivation: concept and process; Motivation theories: Maslow, McGregor, Herzberg, Alderfor's, Vroom, Porter & Lawler and Equity theory; Motivating employee techniques;  
Group: nature, functions & development.
- UNIT IV :** Organisational Culture & Climate; Organisational conflicts Type, Causes and Management; Johari Window and Transactional Analysis; Emotional Intelligence; Knowledge Management; Power & Politics; Negotiation.
- UNIT V :** Organisational Change: Forces for change; Resistance to change; Managing change; Stress; Concept, Sources of Stress, Consequences, Management of Stress; Burnout: Causes and Handling of Burnout; Managing diversity in organization.

## SCHEME OF EXAMINATION:

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

## PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4x8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3x16 = 48 Marks.

## Suggested Readings:

1. Baron, R.A. and Greenbeg. J (Behaviour in organization. Pearson India).
2. Luthans, F., "*Organizational Behaviour*", 7<sup>th</sup> ed. New York, McGraw Hill, 1995.
3. Chandan, J., "*Organizational Behaviour*", Vikas Publishing House Pvt. Ltd.
4. Udai Pareek, "*Organizational Behaviour*", Oxford University Press, 2004.
5. Robbins, S.P., Judge, T. A and Sanghi, S. (2007). *Organisational Behaviour Dehil* : Pearson Education.
6. Khandwalla, P. N. (1992). *Organization Design for excellence*, new Delhi: Tata McGraw Hill.
7. Davis, K. *Human Behaviour at work*. New Delhi. Tata McGraw Hill.

# MANAGEMENT SCIENCE

Course No. CP - 202

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

## **COURSE CONTENTS:**

- Unit – I Management Science-Basic concepts and its role in decision making.
- Unit – II Linear Programming – General Linear programming problem, Standard and Canonical Forms of Linear programming problem, Basic Concepts, Model Formulation, Graphical solution of solving LPP, Duality in Linear programming problem.
- Unit – III Transportation Problem – Basic concept, North – West corner method, Row minima method, Column minima method, Least cost method, Vogel's Approximation method.
- Unit – IV Assignment & Sequencing Problem – Basic concepts, Hungarian method of solving assignment problem, Sequencing Problem, Processing Jobs through machine(s).
- Unit – V PERT/CPM, Decision Theory and Decision Trees – Game theory, two person zero sum game; Network Analysis in Project – Critical Path Method and Project Evaluation Review Technique.

## **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. Kapoor, 'Operations Research'.
2. Heera & Gupta, 'Operations Research'.
3. Swarup Kanti, 'Operations Research'.

# **HUMAN RESOURCE MANAGEMENT**

COURSE No. CP : 203

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

## **OBJECTIVES :**

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

## **COURSE CONTENTS:**

- Unit – I Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment; Corporate Objective and Human Resource Planning;
- Unit – II Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources.
- Unit – III Induction and Socialization; Manpower Training and Development.
- Unit – IV Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination.
- Unit – V Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment;

## **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. Aswathappa, K. 'Human Resource and Personnel Management', Tata McGraw-Hill, New Delhi, 1997.
2. Edwin B. Flippo, 'Personnel Management', New York, Mc Grew Hill Book Company, International Edition, 1984.
3. Monappa, A & Saiyadain M. 'Personnel Management', 2<sup>nd</sup> ed., New Delhi, Tata McGraw-Hill, 1966.
4. Pattnayak, 'Human Resource Management', Prentice Hall of India.
5. Mamoria C.B., 'Personnel Management', Himalaya Publication.
6. R.S. Dwivedi, 'Managing Human Resource', Galgotia Publishing Ltd.

**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-II SEMESTER**  
**(REVISED SYLLABUS)**  
**MODIFIED/PROPOSED/SUGGESTED**  
**FINANCIAL MANAGEMENT**  
**Course No. CP : 204**

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

**Min. Pass Marks : 32**

**OBJECTIVES:**

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

**COURSE CONTENTS:**

**Unit-I** Aims and Objectives of Financial Management, Du Pont Analysis, Economic Value Added, Cost Volume Profit Analysis

**Unit-II** Instruments of Long Term Finance, Share Capital, Debentures/ Bonds, Hybrid Instruments, Venture Capital, Time Value of Money, Operating Leverage, Financial Leverage & Combined Leverage

**Unit-III** Cost of Different sources of Raising Capital, Weighted Average Cost of Capital; Capital Structure Theories and Optimum Capital Structure.

**Unit-IV** Capital Budgeting, Methods of Capital Budgeting – Traditional Methods, Pay Back Period, ARR, Discounted Cash Flows, NPV, IRR, Profitability Index

**Unit-V** Management of Working Capital-Cash Receivables and Inventory management. Internal Financing and Dividend Policy.

**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. Hampton, John, 'Financial Decision Making', Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
2. Van Home, James C. 'Financial Management and Policy', ed, New Delhi, Prentice Hall of India, 1997.
3. Pandey I. M., 'Financial Management', Vikas Publication.
4. Khan & Jam, 'Financial Management', Tata Mc Graw Hill.
5. Prasanna Chandra., 'Financial Management', Tata Mc Graw Hill.
6. Sharma & Gupta, 'Financial Management', Kalyani Publication.
  
7. Financial Management, Shah, Wiley.

# **MARKETING MANAGEMENT**

COURSE NO. CP: 205

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

## **OBJECTIVES:**

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

## **COURSE CONTENTS:**

- Unit –I Nature and scope of marketing, Corporate orientations towards the marketplace. The Marketing Environment and Environment Scanning;
- Unit –II Marketing information system and Marketing research, Understanding consumer and Industrial markets, market segmentation, Targeting and positioning;
- Unit –III Product decisions, product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decision- promotion mix, advertising, sales promotion, publicity and personal selling;
- Unit –IV Channel management-selection, co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing Marketing in the organization;
- Unit–V Evaluation and control of marketing efforts; New issues in marketing-Globalization, Consumerism, Green marketing, Legal issues.

## **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. Enis, B.M. 'Marketing Classics: A Selection of Influential Articles', New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. 'Principles of Marketing', New Delhi, Prentice Hall of India, 1997
3. Kotler, Philip, 'Marketing Management Analysis, Planning, Implementation and Control', New Delhi, Prentice Hall of India 1994
4. Ramaswamy, V S and Namakumari, S. 'Marketing Management Planning Control', New Dehli, MacMillan, 1990
5. Stanton, William, J. 'Fundamentals of Marketing', New York, McGraw Hill, 1994.
6. Neelamegham, S. 'Marketing in India: Cases and Readings', New Delhi Vikas, 1988.
7. Saxena Rajan., 'Marketing Management', Tata McGraw Hill.
8. Sontakki C.N., 'Marketing Management', Kalyani Publication.

# **PRODUCTION AND OPERATIONS MANAGEMENT**

COURSE NO. CP – 206

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

## **OBJECTIVES :**

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services, Productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

## **COURSE CONTENTS :**

- Unit – I Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis;
- Unit – II Material Handling-Principles-Equipments. Line Balancing-Problems; Operations decisions-Production Planning and Control in Mass Production, in Batch/ Job Order Manufacturing;
- Unit – III Capacity Planning –Models; Processplanning, Aggregate Planning Scheduling, Work Study, Method Study, Work Measurement, Work Sampling;
- Unit – IV An Overview of Material Management, Material Planning and Inventory Control; Purchase and Store Management.
- Unit – V Industrial Safety; Total Quality Management including Modern Production Management practices - Just in Time (JIT), KANBAN, 5-S, Kaizen, Total Productive Maintenance (TPM), and 3-M (Muri, Mura, Muda).

## **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. Adam, E & Ebert, R.J. 'Production and Operations Management', 6<sup>th</sup> ed. New Delhi, Prentice Hall of India, 1995.
2. Chary, S.N. 'Production and Operations Management', New Delhi, Tata McGraw Hill, 1989.
3. Moore, FG and Hendrick, T.E., 'Production/ Operations Management', Himalaya Publication.
4. Chunawalla, 'Production and Operations Management', Dr. K. Aswathappa, 'Production Management', Himalaya Publication.
5. Buffa, E.S., 'Modern Production Management', New York, John Wily, 1987.

# **RESEARCH METHODOLOGY**

*COURSE No. CP : 207*

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

*Min. Pass Marks : 32*

## **OBJECTIVES :**

**To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.**

## **COURSE CONTENTS:**

- Unit – I Introduction to Research Methodology - Meaning, Objectives, Significance of Research in Management; Importance and scope of Research Methodology.
- Unit – II Research Process - Defining Research Problem; Setting of Hypothesis; Research Design – Exploratory, Descriptive and Experimental Research Designs;
- Unit – III Sampling Design - Steps in Sampling Design; Criteria of Selecting a Sampling Procedure, Characteristics of Good Sample Design; Types of Sample Design;
- Unit – IV Data Collection-Primary and Secondary data; Observational and Survey Methods; Questionnaire Design; Processing of Data – Editing, Coding, Classification, Field Work and Tabulation of Data;
- Unit – V Analysis and Report Writing - Selection of Appropriate Statistical Techniques; Parametric Test for hypothesis testing – t - test, Chi – Square test; Characteristics of Non Parametric Test; One-way ANOVA; Report writing.

## **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. Bennel, Roger; 'Management Research', ILO,.
2. Gupta, S.P. 'Statistical Methods', 30<sup>th</sup> ed., Sultan Chand, New Delhi, 2001.
3. Golden, Biddle, Koren and Karen D. Locke; 'Composing Qualitative Research', Sage Pub. 1997.
4. Kothari C.R., 'Research Methodology', Wishwa Prakashan.
5. Dwivedi R.S., 'Research Methods in Behavioural Sciences', Macmillan.



# **PROJECT MANAGEMENT**

Course No:208

Max Marks: Ext Ex: 80

Min Pass Marks : 32

## **OBJECTIVE:**

To familiarize the students with the fundamental concepts and methods of Project Management, Evaluation, Financing and Control.

## **COURSE CONTENTS :**

**Unit - I:** Planning – Overview; Strategy and Capital Allocation; Generation and Screening of Project Ideas

**Unit – II:** Analysis – Market and Demand Analysis, Technical analysis, Financial Estimates and projections.

**Unit – III:** Selection: Basic Techniques – The Time Value of Money, Investment Criteria, Project Cash flows, The Cost of Capital, Stand – Alone Risk Analysis; Portfolio Theory and Capital Budgeting.

**Unit IV:** Financing: Financing of infrastructure and other Projects, its Capital Structure & Methods of Offering; Venture Capital and Private Equity

**Unit V:** Project Implementation and Review– Evaluation and Control; Project Network Techniques; use of PERT and CPM . Cost and Time overrun; Administrative aspects of Project Review.

## **SCHEME OF EXAMINATION:**

Total Marks: ( Internal 20, external 80) = 100 Marks

## **PATTERN OF EXTERANL EVALUATION:**

Sec A: (Short answer) 4 out of 8 4x8 = 32 Marks

Sec B: (Essay type and case) 3 out of 5 3x16 = 48 Marks

## **REFERENCE BOOKS:**

1. Projects, Planning Analysis, Selection, Implementation & Review – Prasanna Chandra. Tata McGrawhill India Ltd.,
2. Richman, Larry. (2008). Project Management: Step-by-step. Prentice Hall India
3. David I. Cleland – Project Management: Strategic Design and Implementation – Mcgraw – Hill Inc.
4. Text Book of Project Management, P.Gopalakrishnan and VE Rama Moorthy – Mcmillan India Ltd.,
5. Project Management and Control – Narendra Singh – Himalaya Publishing House.