



## विक्रम विश्वविद्यालय, उज्जैन

क्रमांक/अकादमिक/सम्मिलन/2019/ 366

दिनांक :- 28-08-19

-:: अधिसूचना ::-

सर्व संबंधितों को सूचित किया जाता है कि, विक्रम विश्वविद्यालय, उज्जैन में लागू “अध्यादेश क्रमांक 14, सी.बी.सी.एस.(च्चाईस बेस्ड क्रेडिट सिस्टम) के प्रावधानों के अनुसार प्रबन्ध अध्ययन मण्डल ने दिनांक 30 जुलाई 2019 को सम्पन्न हुई अपनी बैठक में एम.बी.ए.(द्वि वर्षीय पूर्ण कालिक) पाठ्यक्रम (परीक्षा योजना सहित) संशोधित रूप में पारित कर दिया है। च्चाईस बेस्ड क्रेडिट सिस्टम पर आधारित यह पाठ्यक्रम केवल विश्वविद्यालय अध्यापन विभाग अर्थात पं.जवाहरलाल नेहरू इन्स्टीट्यूट ऑफ बिजनेस मैनेजमेंट, विक्रम विश्वविद्यालय, उज्जैन में अकादमिक सत्र 2019-20 के प्रभाव से लागू होगा। इस पाठ्यक्रम के संचालन में “अध्यादेश क्रमांक 14-सी.बी.सी.एस.(च्चाईस बेस्ड क्रेडिट सिस्टम)”के प्रावधान प्रभावशील होंगे। अध्यादेश क्रमांक 14 की प्रति एवं उपरोक्त संशोधित एम.बी.ए. पाठ्यक्रम की प्रति विक्रम विश्वविद्यालय, उज्जैन की वेबसाईट पर उपलब्ध रहेगी।

साथ ही संबंधित एम.बी.पाठ्यक्रम संचालित किये जाने वाले महाविद्यालयों हेतु, दिनांक 30.07.2019 को सम्पन्न उक्त बैठक में एम.बी.ए. द्विवर्षीय पाठ्यक्रम (परीक्षा योजना सहित) संशोधित रूप से पारित किया गया है, को अकादमिक सत्र 2019-20 से महाविद्यालयों में प्रभावशील होगा एवं संशोधित पारित अध्यादेश अनुसार ही परीक्षाएं संचालित की जावेगी।

आदेशानुसार

कुलसचिव

क्रमांक/अकादमिक/सम्मिलन/2019/ 367

दिनांक :- 28-08-19

प्रतिलिपि :-

01. अध्यक्ष व्यवसाय प्रबंध अध्ययनमण्डल, विक्रम विश्वविद्यालय, उज्जैन।
02. निदेशक, पं. जवाहरलाल नेहरू इन्स्टीट्यूट ऑफ बिजनेस मैनेजमेंट, विक्रम विश्वविद्यालय, उज्जैन।
03. प्राचार्य, समस्त संबंधित महाविद्यालय, विक्रम विश्वविद्यालय, परिक्षेत्र।
04. उप/सहायक कुलसचिव, परीक्षा/गोपनीय विभाग, विक्रम विश्वविद्यालय, उज्जैन।
05. कुलपतिजी/कुलसचिवजी के निजी सहायक, विक्रम विश्वविद्यालय, उज्जैन।  
की ओर सूचनार्थ प्रेषित।

सहायक कुलसचिव(अकादमिक)

# SYLLABUS

CHOICE BASED CREDIT SYSTEM & GRADING SYSTEM  
(CBCS & GS)

Exclusive for University Teaching Department (Pt. JNIBM, VUU)

Vikram University, Ujjain

TWO YEAR MBA (FULL TIME) PROGRAMME of UTD (Pt. JNIBM, VUU)

(Effective from Batch 2019-21)

[Modified as according to the provisions of Ordinance 14: Choice Based Credit System  
in the meeting of Board of Studies in Management  
(Faculty of Management Studies) held on  
and Effective From the Academic Session 2019-20]

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VIKRAM UNIVERSITY, UJJAIN

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## BOARD OF STUDIES IN MANAGEMENT (FACULTY OF MANAGEMENT STUDIES)

**VIKRAM UNIVERSITY, UJJAIN**  
**TWO YEAR M.B.A. (FULL TIME) PROGRAMME**

CBCS & GS  
 (Choice Based Credit System & Grading System)  
 (Effective from Batch 2019 – 21)

**COURSE STRUCTURE**

**MBA FIRST SEMESTER**

S N	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
							C	L
		<b>Core Courses</b>						
1.	FT-CC-101	Management Concept and Process	60	40	100	4	3	1
2.	FT-CC-102	Managerial Economics	60	40	100	4	3	1
3.	FT-CC-103	Accounting for Managers	60	40	100	4	3	1
4.	FT-CC-104	Organisational Behaviour	60	40	100	4	3	1
		<b>Course for Ability Enhancement &amp; Skill Development</b>						
5.	FT-AE&SD- 105	Business and Legal Environment	60	40	100	4	3	1
		<b>Total</b>			<b>500</b>	<b>20</b>	<b>15</b>	<b>5</b>

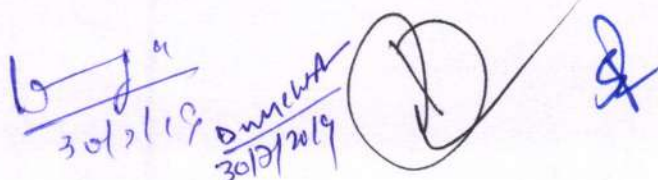
(C=Credits Per Week) / (L= Lectures Per Week) / (T=Tutorials Work per week)

**MBA SECOND SEMESTER**

S N	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
							C	L
		<b>Core Courses</b>						
1	FT-CC-201	Human Resource Management	60	40	100	4	3	1
2	FT-CC-202	Financial Management	60	40	100	4	3	1
3	FT-CC-203	Marketing Management	60	40	100	4	3	1
4	FT-CC-204	Production and Materials Management	60	40	100	4	3	1
		<b>Course for Ability Enhancement &amp; Skill Development</b>						
5	FT-AE&SD- 205	Communication Skills	60	40	100	4	3	1
		<b>Total</b>			<b>500</b>	<b>20</b>	<b>15</b>	<b>5</b>

(C=Credits Per Week) / (L= Lectures Per Week) / (T=Tutorials Work per week)

Syllabus, Two Year MBA (Full Time) Programme, (Effective from Batch 2019-21) CHOICE BASED CREDIT SYSTEM & Grading System (CBCS&GS)] (Exclusive for University Teaching Department (Pt. JNIBM, VUU)) Vikram University, Ujjain

30/12/19  
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## MBA THIRD SEMESTER

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S N	Course Code	Title	End Term-Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit		
							C	L	T
<b>Core Courses</b>									
1	FT-CC-301	Organizational Change and Quality Management	60	40	100	4	3	1	
2	FT-CC-302	Advertising and Consumer Behavior	60	40	100	4	3	1	
3	FT-CC-303	Product and Brand Management	60	40	100	4	3	1	
<b>ELECTIVE COURSE (Any Two)</b>									
4	FT-EC-304	Elective Course - 1	60	40	100	4	3	1	
5	FT-EC-305	Elective Course - 2	60	40	100	4	3	1	
6	FT-ST-306	<b>SUMMER INTERNSHIP</b>			50	4 (VC)			
<b>Total</b>					<b>550</b>	<b>20 +(4) VC</b>	<b>15</b>	<b>5</b>	

(C=Credits Per Week) / (L= Lectures Per Week) / (T=Tutorials per week) (VC = Virtual Credit)

### MBA THIRD SEMESTER – LIST OF ELECTIVES (Any Two Papers need to be Opted by the students)

- FT-EC-HRA- 304/305 - (3A) Human Resource Development
  - FT-EC-FAA- 304/305 - (3B) Security Analysis and Portfolio Management
  - FT-EC-FAA- 304/305 - (3C) Management of Financial Services & International Finance
  - FT-EC-HRA- 304/305 - (3D) Management Information System
  - FT-EC-SYSA-304/305 - (3E) Quantitative Techniques
  - FT-EC-SYSA-304/305 - (3F) System Analysis and Design
- (HRA means Human Resource Area, FAA Means Finance Area and SYSA means System Area respectively)

**Notes:** (1) The students will have the choice to opt a course under the category of Elective Courses available within the UTD (Pt. JNIBM, VUU) or in other UTDs but from same level of the programmes. (2) An alternative choice will also be available to the students to opt a course in each semester under elective-generic category including skill development course from Massive Open Online Courses (MOOCs) available at SWAYAM plate form. (3) The student can also opt a course under Elective-Discipline Centric category from Massive Open Online Courses (MOOCs) available at SWAYAM plate form. In such cases, the provisions of “Ordinance 14: Choice Based Credit System” shall be applicable and the conditions mentioned in such provisions will need to be satisfied by the students if they opt course from Massive Open Online Courses (MOOCs) available at SWAYAM plate form.

Syllabus, Two Year MBA (Full Time) Programme, (Effective from Batch 2019-21) CHOICE BASED CREDIT SYSTEM & Grading System (CBCS&GS) [Exclusive for University Teaching Department (Pt. JNIBM, VUU)] Vikram University, Ujjain

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MBA FOURTH SEMESTER									
S N	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit		
							C	L	T
Core Courses									
1	FT-CC-401	Business Research Methods	60	40	100	4	3	1	
2	FT-CC-402	International Marketing	60	40	100	4	3	1	
3	FT-CC-403	Strategic Management	60	40	100	4	3	1	
<b>ELECTIVE COURSE (Any Two)</b>									
4	FT-EC-404	Elective Course - 3	60	40	100	4	3	1	
5	FT-EC-405	Elective Course - 4	60	40	100	4	3	1	
6	FT-CVV-406	<u>COMPREHENSIVE VIVA-VOCE</u>			50 (VC)	4 (VC)			
<b>Total</b>						<b>550</b>	<b>20 + 4(VC)</b>	<b>15</b>	<b>5</b>

(C=Credits Per Week) / (L= Lectures Per Week) / (T=Tutorials per week)

### **MBA FOURTH SEMESTER – LIST OF ELECTIVES (Any Two Papers need to be Opted by the Students)**

- FT-EC-FAA- 404/405 - (4A) Corporate Taxation  
 FT-EC-FAA- 404/405 - (4B) Entrepreneurship  
 FT-EC-SYSA - 404/405 - (4C) Marketing of Services  
 FT-EC-HRA- 404/405 - (4D) Economics of Labour and Industrial Relations  
 FT-EC-SYSA- 404/405 - (4E) Creativity and Innovation  
 FT-EC-HRA- 404/405 - (4F) Legal Framework of HRM

(HRA means Human Resource Area, FAA Means Finance Area and SYS means System Area respectively)  
**Notes:** (1) The students will have the choice to opt a course under the category of Elective Courses available within the UTD (Pt. JNIBM, VUU) or in other UTDs but from same level of the programmes. (2) An alternative choice will also be available to the students to opt a course in each semester under elective-generic category including skill development course from Massive Open Online Courses (MOOCs) available at SWAYAM plate form. (3) The student can also opt a course under Elective-Discipline Centric category from Massive Open Online Courses (MOOCs) available at SWAYAM plate form. In such cases, the provisions of "Ordinance 14: Choice Based Credit System" shall be applicable and the conditions mentioned in such provisions will need to be satisfied by the students if they opt course from Massive Open Online Courses (MOOCs) available at SWAYAM plate form.

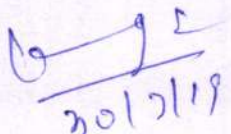
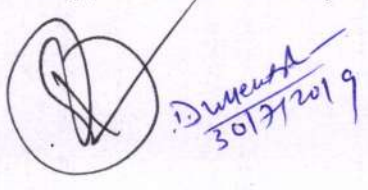

#### **Examination Scheme**

Syllabus, Two Year MBA (Full Time) Programme, (Effective from Batch 2019-21) CHOICE BASED CREDIT SYSTEM & Grading System (CBCS&GS) (Exclusive for University Teaching Department (Pt. JNIBM, VUU)) Vikram University, Ujjain

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### Examination Scheme

1. Each course will be assessed by for 100 marks, out of which 60 marks will be for end semester examination and 40 marks will be for internal continuous evaluation.
2. Total of marks obtained in end-semester examination and best two tests/assignments under continuous evaluation will decide the grade in the course.
3. The grading will be made on 10 point scale as described in Table 1 under point 11.
4. During the semester, a teacher offering / teaching the course will do the continuous evaluation of the student at three points of time by conducting three written tests/assignments of 20 marks each. Marks obtained in two best tests/assignments out of three will be awarded to the student.
5. In each course, there shall be End Semester Examination of 60 marks. Each student has to appear in at least two tests/assignment and End Semester examination; otherwise, the student will be awarded Ab Grade (Absent Grade) in that course.
6. A comprehensive viva voce of 4 virtual credits will be conducted at the end of fourth semester by a board of four examiners , at least ONE of whom shall be external. Three will form the quorum.. The Head / Director of the UTD (Pt. JNIBM, VUU) will coordinate the viva voce. The Vice Chancellor will appoint the external subject expert in consultation with the Director of the UTD (Pt. JNIBM, VUU).
7. Regulations / Rules / Guidelines / Office Orders issued by the University Administration from time to time as regards to the Conduct of Examinations shall be abided by the all concerned.
8. The student will be promoted to the next semester if he or she secures at least 12 valid credits in any semester. In case the student secures less than 12 valid credits, then the student will be declared fail in that semester and he / she will be asked to repeat the entire semester and that semester will be treated as zero semester. In such cases the student will not be promoted to the next semester.  
If a student passes in all the courses offered in any semester the he / she will be declared pass in that semester. If a student secures at least 12 valid credits and fails in one or more courses offered in that semester then he / she will be promoted to the next semester with ATKT (Allowed to Keep Term) in those courses in which he / she fails.
9. Repetition of a theory / practical course is allowed only to those candidates who get F or Ab in the course. The student has to pay the prescribed fee for repeating the course.
10. In case of zero semester, whatever be the reason, the student will not be promoted to the next semester till he she clears that semester.

11. The grading will be made on 10 point scale as described in Table 1 given below:

**Table 1: Grades and Grade Points**

Letter Grade	Grade Points	Description	Range of Marks in %
O	10	Outstanding	90-100
A+	09	Excellent	80-89
A	08	Very Good	70-79
B+	07	Good	60-79
B	06	Above Average	50-59
C	05	Average	40-49
P	04	Pass	35-49
F	0	Fail	0-34
Ab	0	Absent	Absent

12. The Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) will be calculated as weighted average of valid and virtual credit points secured by the student, except the credits of additional courses, if any. The SGPA and CGPA shall be rounded off up to 2 decimal places and reported in the grade sheet.
13. SGPA is a measure of performance of the student in a semester. It is a ratio of total credit points secured by a student in various courses registered in a semester and the total courses credits taken during that semester, i.e.,  $SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$   
(where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.) **Illustration of SGPA is given the at the end.**
14. CGPA is a measure of overall cumulative performance of a student over all the semesters completed. The CGPA is the ratio of total credit points secured by a student in various courses in all the semesters completed and the sum of the total credits of all courses in all the semesters completed. The CGPA is calculated taking into account all the courses undergone by a student over all the semesters of a programme, i.e.,  $CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$   
(where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.) **Illustration of SGPA is given the at the end.**
15. The conversion of CGPA in to percentage (%) will be as follow to facilitate its application in other academic matters: Equivalent Percentage =  $CGPA \times 10$  (The percentage will be rounded off up to second decimal point)
16. On completing all requirements for award of the degree, the CGPA will be calculated and this value will be introduced on the degree along with Division. The Final degree will indicate the Division which will be obtained based on the criterion shown below in **Table 2:**

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Table 2: Criterion for Determination of Division

Division	Criterion
First Division with Distinction	If the candidate has earned minimum number of credits required for the award of the degree in first attempt with CGPA of 8.00 or above, he /she will be awarded 'First Division with Distinction'.
First division	If the candidate has earned minimum number of credits required for the award of the degree in first attempt with CGPA of 6.50 or above, he /she will be awarded 'First Division'.
Second Division	If the candidate has earned minimum number of credits required for the award of the degree in first attempt with CGPA of 5.00 or above but less than 6.50, he /she will be awarded 'Second Division'.
Pass Division	If the candidate has earned minimum number of credits required for the award of the degree in first attempt with CGPA of 4.00 or above but less than 5.00, he /she will be awarded 'Pass Division'.

17. While conducting the MBA programme with this syllabus, the provisions of "Ordinance No. 14: Choice Based Credit System" shall be applicable and in matters not covered under this Ordinance, provisions of Madhya Pradesh University Act 1973, Vikram University Statutes, other relevant Ordinances / Regulations of the university shall be applicable. In case of contradictions (if any) between the provisions of "Madhya Pradesh University Act 1973" / "Vikram University Statutes" and provisions of "Ordinance No. 14: Choice Based Credit System" appear then the provisions of "Madhya Pradesh University Act 1973" / "Vikram University Statutes" being the superior legislations shall be applicable.

#### Illustration of Computation of SGPA and CGPA

##### (A) Illustration for SGPA

##### Illustration for SGPA

Course	Credit	Grade Letter	Grade Point	Credit Point
1	6	A	8	6 x 8 = 48
2	6	B+	7	6 x 7 = 42
3	6	B	6	6 x 6 = 36
4	6	O	10	6 x 10 = 60
5	6	C	5	6 x 5 = 30
Total	30			216

$$SGPA = 216/30 = 7.2$$

##### (B) ILLUSTRATION FOR CGPA

SEMESTER I	SEMETER II	SEMESTER III	SEMESTER IV
Credit 30	Credit 30	Credit 30	Credit 30
SGPA 7.2	SGPA 8	SGPA 8.5	SGPA 9

$$CGPA = \frac{30 \times 7.2 + 30 \times 8 + 30 \times 8.5 + 30 \times 9}{100} = 9.81$$

100

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**MANAGEMENT CONCEPTS & PROCESSES**  
(FT-CC-101)

(Effective from Batch 2019-21)

- Scientific Management Approach to Management, System Approach to Management, Human Relations Approach to Management, Principles of Management.
- The Concept of Planning, Process of Planning, Types of Plans, Management by Objectives (MBO).
- Process of Organizing – Span of Management and Levels of Authority, Delegation of Authority, Decentralization of Authority, Line and Staff Organization.
- Nature & Process of Decision Making – Group Decision Making, Guidelines for Effective Decision Making, Management by Exception.
- Concept and Process of Management Control, Types of Control, Principles of Controlling, Techniques of Management Control.

**Suggested Readings:**

Stoner and Freeman, Management, Prentice Hall, N. Delhi.

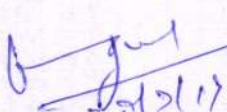
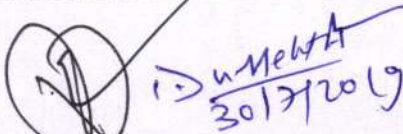

Koontz, O' Donnell & Wehrich, Essentials of Management- An International Perspective, Tata McGraw Hill, New Delhi.

Peter F. Drucker, Management - Tasks, Responsibilities and Practice, Allied Publishers, Ahmedabad.

Peter F. Drucker, The Practice of Management, Allied Publishers, Ahmedabad.

Massie, Essentials of Management, AITBS, New Delhi.

Terry and Franklin, Principles of Management, AITBS, New Delhi

**MANAGERIAL ECONOMICS**  
**(FT-CC-102)**  
**(Effective from Batch 2019-21)**

- Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.
- Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus.
- Law of Returns and Production Functions, Cost Concepts, Cost Classifications, Economies and Diseconomies of scale, Cost-Output relationships.
- Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition.
- Input- Output Analysis, Trade Cycle, Balance of Payments, Concept and Measurement of National Income, Cost Benefit Analysis.

**Suggested Readings:**

Adhikary, M. Business Economics., New Delhi, Excel Books.

Varshney & Maheshwari, Managerial Economics, Sultan Chand, New Delhi.

Chopra, O.P., Managerial Economics, New Delhi, Tata Mcgraw Hill.

Keat Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey.

Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan.

Trivedi M L, Managerial Economics, Tata McGraw- Hill, New Delhi.

Mehta P.L., Managerial Economics : Analysis, Problems & Cases, Sultan Chand & Sons, New Delhi.

Mathur, N.D.( 2010 ), Managerial Economics, Jaipur:Shivam Book House

6/2/19



D. Mehta  
30/7/2019

**ACCOUNTING FOR MANAGERS**  
**(FT-CC-103)**  
**(Effective from Batch 2019-21)**

- Financial Accounting – Concept, Nature, Scope and Importance , Generally Accepted Accounting Principles, Preparation of Financial Statements.
- Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis.
- Management Accounting – Concept, Nature, Need, Scope and Importance; Marginal Costing, Accounting for Decision Making, Break Even Analysis.
- Budget and Budgetary Control, Types of Budget – Flexible Budget, Cash Budget, Capital Expenditure Budgeting, Zero-Base Budgeting.
- Responsibility Accounting, Value Added Accounting, Human Resource Accounting, Inflation Accounting, Environmental Accounting

**Suggested Readings :**

M Y Khan & P K Jain, Management Accounting, Tata McGraw- Hill, New Delhi.

Bhattacharya S K and Dearden J. Accounting for Management : Text and Cases, Vikas, New Delhi.

Ashok Sehgal, Advanced Accounting, Taxmann Publication, New Delhi.

Hingorani, N L. and Ramanathan, A.R. Management Accounting., New Delhi, Sultan Chand.

Sharma & Gupta, Management Accounting & Financial Management, Kalyani Publishers, New Delhi.

Jagdish Prakash & Nageshwar Rao “Prabandh Lekhankan” Prayag Pustak Sadan ,Allahabad

Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.

Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications.

Bhattacharyya, ”Financial Accounting” Prentice Hall of India Ltd, New Delhi

Kothari, Rajesh, Godha Abhishek, ”Management Accounting-Concept & Applications, Macmillan , New Delhi

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**ORGANIZATIONAL BEHAVIOUR**  
(FT-CC-104)

(Effective from Batch 2019-21)

- Organizational Behavior : Definition, Concept, Significance, Level of Organizational Behavior, Managerial Skills Influencing OB
- Personality: Meaning, Determinant, Types, Theories of Personality– Trait Theory and Freud Theory
- Attitude: Definition, Meaning, Components of Attitude.
- Perception: Meaning, Elements, Factors Influencing Individual Perception, Process.
- Learning: Meaning, Effectiveness of Learning.
- Motivation: Meaning, Types, Theories of Motivation, Maslow's Hierarchy of Need, Herzberg Two Factor Theory, Vroom's Expectancy Theory
- Leadership: Meaning, Styles of Leadership, Theories of Leadership- Charismatic Leadership Theory, Trait Theory, Contingency Theory
- Management of Conflict: Meaning, Types, Sources, Levels, Process of Conflict.
- Group: Meaning, Types of Group, Group Dynamics, Group Decision Making

**Suggested Readings:**

Luthans Fred, Organisational Behaviour., New York, McGraw Hill.

Robbins S.P., Organisational Behaviour, New Delhi, PHI.

Meshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi

Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.

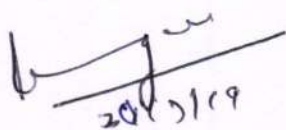
Davis Keith, Human Behaviour at Work, TMH, New Delhi

Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai

Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.

Uma Shekharan, Organisation Behaviour, TMH, New Delhi.

John W. New Strom, "Organisational Behaviour, Tata McGraw, New Delhi

  
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## BUSINESS AND LEGAL ENVIRONMENT

(FT-AE&SD-105)


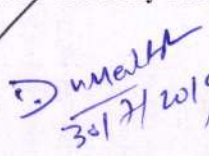

**(Effective from Batch 2019-21)**

- Business Environment: Nature, Scope and its relevance in Business Decision Making,
- Political, Social, Cultural & Economic and Technological Environment.
- WTO Provisions, Trading Block, Industrial Ecology and Recycling Industry, Industrial Pollution – Air, Water, Land Pollution and Business ethics.
- The Indian Contract Act 1872, Essentials of a Valid contract, Void agreements,
- Performance of Contracts & its remedies.
- The Sale of Goods Act 1930 : Formation of a contract, Rights of an unpaid seller,
- The Companies Act, 1956 : Nature and Types of Companies. Formation. Memorandum and Articles of Association,
- Prospectus ,Allotment of Shares.

### Suggested Readings:


Francis Cherumilam, Business Environment  
 Adhikari, M., Economic Environment of Business  
 Sampat Mukerjee, Economic Environment of Business  
 Dwijendra Tripathi, Business Politics in India  
 Shukla M B, "Business Environment-Text & Cases" Taxmann, New Delhi  
 Gupta, D., Indian Government & Politics  
 Ruppuswamy, B., Social Changes in India  
 N D Kapoor, Mercantile Law, Sultan Chand, New Delhi.  
 Chawla, Bhasin & Garg, Mercantile Law, Kalyani Publishers, New Delhi.  
 Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa.  
 V S Datey, Business & Corporate Laws, Taxmann, New Delhi

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**Human Resource Management**  
**(FT-CC-201)**  
**(Effective from Batch 2019-21)**

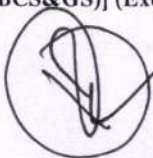
- Introduction: Concepts and Functions of Human Resource Management, Role of Human Resource Managers, Meaning and Process of Human Resource Planning, Job Analysis.
- Job Evaluation: Meaning, Objectives and Methods of Job Evaluation.
- Wage, Salary and Employee Benefits: Meaning of Wages/ Salary, Minimum Wages, Fair Wages and Living Wages. Meaning and Description of Fringe Benefits (Fringes / Employee Benefits / Perquisites), Meaning and Types of Incentives, Factors Affecting Fixation / Revision of Wages / Salary and Fringe Benefits, Methods of Wage Fixation / Wage Revision, Methods of Wage Payment, Meaning of Bonus and Objectives of Paying Bonus.
- Employee Recruitment: Meaning, Sources and Methods of Employee Recruitment. Employee Selection: Meaning and Process of Scientific Methods of Employee Selection. An Overview of Various Tests and Interview Methods for Employee Selection. Process of Induction of the New Employees.
- Training and Development: Meaning of Training and Development, Process of Employee Training, Methods of Training Need Identification, Methods of Training Delivery, Need and Methods of Training Evaluation, Meaning and Goals of HRD, An Overview of Various sub- systems (Process Mechanisms of HRD), Interlinkage of Various HRD Sub-systems.
- Performance Appraisal: Meaning, Objectives, Process and Methods of Performance Appraisal, Errors in Performance Appraisal.
- Trade Unionism: Meaning of Trade Union, Registration and Rights of Trade Unions, An Overview of Trade Unions in India,
- Industrial Relations: Meaning of Industrial Relations and Industrial Disputes, Reasons for Industrial Disputes in India, System of Prevention and Settlement of Industrial Disputes in India.
- Grievance Handling: Meaning and Causes of Grievances, Process of Grievance Handling, Model Grievance Handling Procedure.
- Management of Discipline: Meaning of Misconduct, An Overview of Various forms of Misconduct, Procedure of Conducting Domestic Inquiry against Indiscipline Employees.

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**Suggested Readings:**

- Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi.  
De Cenzo, D.A. & Robbins S P. Human Resource Management, New York, John Wiley.  
Ivancevich, Human Resource Management, TMH, New Delhi.  
Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Sage.  
Rao and Das R.P., Cases in Human Resource Management, Himalaya Publishing House.  
Monappa, A. & Saiyadain M. Personnel Management., New Delhi, Tata Mc-Graw Hill.  
Rao V.S.P., Human Resource Management, Text and Cases, Excel Books, New Delhi.  
Dwivedi, R.S. HRM in Indian Organisation, New Delhi, Galgotia.  
Pareek, Udai. Designing & Managing Human Resource System, New Delhi, Oxford Pub. Co.  
Stone, Lloyed and Leslie W.Rue, Human Resource and Personnel Management Richard D. Irwin, Lllionis.

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**FINANCIAL MANAGEMENT**  
**(FT-CC-202)**

**(Effective from Batch 2019-21)**

- Financial Management: Nature, Scope and Objectives, Finance Functions, Profit Maximization v/s Wealth Maximization, Financial Forecasting. Retail Finance and its importance.
- Leverages: Operating, Financial and Combined Leverage; Investment and Capital Structure Decisions; Payback period, Accounting Rate of Return, Internal Rate of Return and Time value of money methods.
- Cost of Different Sources of Raising Capital; Equity Capital, Debt capital, Retained Capital, Preference Capital, Term Loan and Lease Financing. Optimum Capital Structure.
- Factors Influencing Dividend Policy, Dividend Theories, Forms of Dividend Policies, Types of Dividend, Dividend Payment Practices in India.
- Management of Working Capital - Concept of Working Capital, need and influencing factors, Estimation of Working Capital, Inventory and Receivables Management.

**Suggested Readings:**

Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc.  
 Van Horner, James C. Financial Management and Policy, New Delhi, Prentice Hall of India.  
 Ross, Westerfield & Jordan, Fundamental of Corporate Finance, TMH, New Delhi.  
 J.C. Van Horne, Fundamentals of Financial Management, PHI, New Delhi.  
 Weston Brigham, Managerial Finance, McGraw Hill, New York  
 I.M. Pandey, Financial Management, Vikas Pub.House, New Delhi.  
 P. Chandra, Financial Management, TMH, New Delhi.  
 Khan & Jain, Basic Financial Management, TMH, New Delhi  
 Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.  
 Maheshwari, S.N., Financial Management, Principles & Practices, Sultan Chand & Sons, New Delhi.  
 Rajesh Kothari & Bobby Dutta, Contemporary Financial Management, Macmillan, New Delhi.

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**MARKETING MANAGEMENT**  
**(FT-CC-203)**  
**(Effective from Batch 2019-21)**

- Marketing: Concept, Nature and scope. Marketing Environment
- Marketing Information & Research, Market Segmentation and Targeting, Buying Behaviour. Understanding Consumer & Industrial Markets
- Product Decisions, Pricing Decisions (Elementary idea Only).
- Channel Management, Promotion Management (Elementary idea Only).
- Marketing Control. Specific Marketing Issues : Rural Marketing, Retail Marketing, Marketing of E-Business, Consumerism, Globalisation.

**Suggested Readings:**

Philip Kotler, Marketing Management Analysis, PHI, New Delhi.

Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York.

McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.

Philip Kotler & Armstrong Jr., Principles of Marketing : PHI, New Delhi.

Rajiv Lal, Quelch & Kasturirangan, Marketing Management- Text and Cases, TMH, New Delhi.

Czinkota & Kotabe, Marketing Management, Vikas Publications, New Delhi

Jayachandram S, Marketing Management, Text & Cases, Excel Books, New Delhi.

Suresh K, Green Marketing, ICFAI University Press, Hyderabad.

Saxena Rajan, Marketing Management, Tata Mcgraw Hill, New Delhi.

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**PRODUCTION AND MATERIALS MANAGEMENT**  
**(FT-CC-204)**  
**(Effective from Batch 2019-21)**

- Nature, Significance , Scope ,Role ,Functions of Production Management, Relationship with other Management Functions, Different Production Systems
- Plant Location, Plant Layout, Product Design & New product Development, Capacity Planning Process & Decisions.
- Scheduling and Sequencing – Conceptual Framework, Industrial Safety Management, Waste Management and Scrap Disposal, JIT Approach.
- Materials Management – Principles, Value Analysis, Variety Reduction, Material Handling, Classification and Codification.
- Work Measurement Techniques – Work Study and Method Study-Conceptual Framework of Statistical Quality Control (SQC) & TQM, Maintenance Management, TPM.

**Suggested Readings:**

Adam, E E & Ebert, RJ. "Production & Operation Management., New Delhi, PHI.

Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, PHI Inc.

Buffa, E.S. Modern Production Management, John Wiley (New York).

Chary S.N. Production and Operations Management, New Delhi, TMH.

Dobler, Donald. W & Lee Lamar "Purchasing & Materials Management, New York, Mc Graw Hill.

Dilworth, James B. Operations Management : Design, Planning & Control for Manufacturing & Services, Singapore, Mc Graw Hill.

Moore, FG & Hendrick, T.E. – Production / Operations Management, Honnewood, Illinois, R.D. Irwin.

Manocha R.C., Production and Operations Management, Excel Books, New Delhi.

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**COMMUNICATION SKILLS**  
(FT-AE&SD-205)  
**(Effective from Batch 2019-21)**

- Importance and Nature of Business Communication, Process of Communication Channels and Media of Communication, Communication Networks, Effectiveness of Communication.
- Barriers and Gateways in Communication; Written Communication; Writing Business Reports, Resume Development.
- Communication in meetings, Oral presentation skills, Public speaking, Facing Job-Interview.
- Listening Skills, Conversation Skills, Non-verbal Communication, Legal aspects in Business Communication.
- Feedback Skills, Counseling Skills, Negotiation Skills, Communication on Disciplinary Matters.

**Suggested Readings:**

Bowman, Joel P and Branchaw, Bernadine P. "Business Communication : From Process to Product", Dryden Press, Chicago.

Rao ,Nageshwar and Das R.P."Communication Skills" Himalaya Publishing House, Mumbai

Kitty O- Locker, Business & Administrative Communication, TMH, New Delhi.

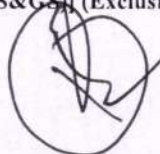
Murphy, Herta A and Peck, Charrles E. "Effective Business Communications", Tata Mc Graw Hill, New Delhi.

Pearce, C Glenn etc. "Business Communication : Principles and Applications", John Wiley, New York.

Mehta D and Mehta N. K"A Handbook of Communication Skills Practices" Radha Publications ,New Delhi

K.K. Sinha, Business Communication, Galgotia Publishing House, New Delhi.

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**Organizational Change and Quality Management**  
**(FT-CC-301)**  
**(Effective from Batch 2019-21)**

- Concept of Organizational Effectiveness (OE) and Organizational Performance (OP). Indicators of OE and OP, Measurement of O E.
- Types of Change. Force of Change. Resistance to Change. Overcoming Resistance to Change.
- Process of Change. Lewin's Model of Change. Golpin's Model of Change Management. Action Research Model of Change. Role of Change Agent In The Process Of Managing Change.
- Meaning and Nature of Organization Climate, Dimensions of Organizational Climate. Organizational Climate versus Organizational Culture. Methods of Conducting Organizational Climate Survey.
- Power and Politics in Organization.
- Meaning of OD. Process of OD. An Overview of OD Intervention.
- Detailed Study of Various OD Interventions. Process of Introducing Various OD Interventions.
- Meaning of Quality. Meaning and Process of Quality Management, Kaizen and TQM. System of Quality Management Awards.
- Benchmarking, JIT, Quality Circles, TPM, SQC and BPR.
- ISO 9000 Certification. Comparison between ISO 9000 Certification and ISO-14000 Certification.

**Suggested Readings:**

Change Management by Radha Sharma , Tata Megraw Hills Publication.

Luthans Fred, Organisational Behaviour.,New York, McGraw Hill.

Robbins S.P., Organisational Behaviour, New Delhi, PHI.

Mcshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi

Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.

Davis Keith, Human Behaviour at Work, TMH, New Delhi

Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai

Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.

Uma Shekharan, Organisation Behaviour, TMH, New Delhi.

John W. New Strom, "Organisational Behaviour, Tata Mcgraw, New Delhi

Kavita Singh, Organization Change and Development, Excel Books, New Delhi

Sharma, D.D., Total Quality Management : Principles, Practice and Cases, New Delhi: Sultan Chand & Sons.

Besterfileld, D.H. et al., Total Quality Management, Pearson Education Pte. Ltd., Singapore and Delhi.

Syllabus, Two Year MBA (Full Time) Programme, (Effective from Batch 2019-21) CHOICE BASED CREDIT SYSTEM & Grading System (CBCS&GS)] (Exclusive for University Teaching Department (Pt. JNIBM, VUU)) Vikram University, Ujjain

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**Advertising and Consumer Behaviour**  
(FT-CC-302)

(Effective from Batch 2019-21)

- Nature, Scope and Significance of Advertising, Legal, Ethical and Social Aspects of Advertising. Models of Consumer Behaviour.
- Advertising: Types of Media, Media Planning, Media Selection and Strategy. Creative Advertising, Advertising Planning and Strategies.
- Introduction to Consumer Behaviour, Consumer Buying Behaviour, Consumer Behaviour and Marketing Strategy.
- Factors in the study of Consumer Behaviour: Lifestyle, Motivation, Attitude, Learning, Perception and Personality. Family, Groups, Social Class and Cultural Influence on Consumer Behaviour,
- Various Buying Behaviour Models.
- Application of Consumer Behaviour. Issues in Formulation of Different Marketing Strategies.

**Suggested Readings :**

Manendra Mohan, Advertising Management, TMH, New Delhi.

Aaker, Batra and Myers, Advertising Management, Prentice Hall of India, New Delhi.

Norris, Advertising Management, Prentice Hall of India, New Delhi.

B.S. Rathore, Advertising Management, Himalaya, Mumbai.

Consumer Behaviour, Peter D. Bennet and H.H. Kes.

Kazmi & S.H.H. & Batra Satish, Consumer Behaviour, Excel Books, New Delhi.

Fundamentals of Consumer Behaviour, Douglas W. Meutot, Jr.

Consumer Behaviour, Walters and Paul, McGraw Hill, New York.

Consumer Behaviour, Shiffman, L.G. & Kanuk, L.L., PHI, N Delhi.

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**PRODUCT AND BRAND MANAGEMENT**  
(FT-CC-303)

(Effective from Batch 2019-21)

- Product : Definitions & Features, Product Levels, Classification of Products , Individual Product Decisions, Difference between Consumer Products and Industrial Products , Consumer Adoption Process, Product Differentiation
- New Product Development: Factors Contributing to a new Product Design, New Product Development Process, Product Life Cycle, Factors Affecting Product Mix, Product Mix Strategies, Product Positioning
- Brand Elements: Classification of Brands, Brand Identity, Brand Image, Brand Personality, Brand Architecture, Brand Equity, Brand Loyalty Pyramid, Brand Equity, Factors Influencing Brand Equity, Different Methods of Brand Equity Measurement, Brand - Customer Relationship.
- Successful Brands: Characteristics of Successful Brands, Brand Strategies, Consumer Perceptual Space & Clutter, Brand Positioning, Brand Extension Strategies, Brand - Product Relationship, Brand Revitalization.
- Other Branding Issues: Concept and characteristics of Industrial Brands, Brand Building Issues in Services, Concept of a Retail Brand ,Key Issues in Building Retail Brands, Classification of Retail Formats, Ethics in Branding and Retailing, Marketing Research in Product and Brand Management Areas

**Suggested Readings :**

Subroto Sengupta,, Brand Positioning, PHI, New Delhi.  
 S.A. Chunawalla,, Product Management, Himalaya, Mumbai.  
 Aaker, David A., , Managing Brand Equity, PHI, New Delhi.  
 Steward, P : Building Brands Directly, London Macmillan.  
 Murphy, John A. Brand Strategy, Cambridge, The Director Books.  
 Kapferer, J.N. Strategic Brand Management, New York (FreePress).  
 Czerniawski, Richard D. & Michael W. Maloney, Creating Brand Royalty, AMACOM.  
 Cowley, Don – Understanding Brands, London, Kogan.  
 Shrivastava, R.K., Product Management & New Product Development, Excel Books, New Delhi.  
 Verma, Harsh, Brand Management, Text & Cases, Excel Books, New Delhi.  
 M. Govind Rajan, Industrial Marketing Management, Vikas Publishing House Pvt. Ltd., New Delhi.  
 Francis Cherunilam – Industrial Marketing , Himalaya Publishing House, Mumbai.

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## SUMMER INTERNSHIP

(FT-ST-306)

(Effective from Batch 2019-21)

Summer Internship is mandatory to encourage the skills development of MBA Students (in all/any specialized functional area(s)). In order to encourage practical thinking and application of Management knowledge (knowledge of Business Ethics and Social Responsiveness, Critical Thinking Business Analysis, Problem solving and Innovation, Business Environment and Domain Knowledge, Effective Communication Leadership and Team Work), Student shall be required to undertake 6-8 weeks practical training in an Organization (Irrespective Of Size) connected with Industry/Trade or Commerce, NGO, Social Work, any Government body/MSME/SSI/Business/Partnership Firm/ Sole-Proprietor Firm, Startup /Service Sector/Any other type of Private sector organization / Undertaking / Business Enterprise / Franchisee/Business House/Export House etc. The student shall be solely and purely assessed/evaluated only on the basis of performance of presentation based on Practical thinking/ Application of Management Knowledge/ Communication/Negotiation/Managerial skills learnt during training/internship. This Oral Presentation shall constitute as a part of the MBA Full Time III semester examination and shall carry 50 marks. The Assessment/ Evaluation will be done by a Panel of Examiners comprising Head/Director of the Institute and One Internal Faculty to be appointed by the Director of the Institute.

The student shall be required to submit a Self Declaration Form certifying his/her of completing the Summer Internship as per the directions stated above. It shall be the sole responsibility of the student as regards truthiness of the Certificate and Institute and Director (Head)/ Faculty of the Institute (Department) shall in no way be responsible for it. If at any stage the Self Declaration given by the candidate is found false/untrue, appropriate measures as provided in the Rules / Regulations of the University shall be taken. If a student fails to undergo the Summer Internship and appear in Presentation, he/she will be awarded ATKT in the above Subject.

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**BUSINESS RESEARCH METHODS**  
**(FT-CC-401)**  
**(Effective from Batch 2019-21)**

- Concepts of Research, Scientific Approach to Research, Types of Social Science Research.
- Research Process and Planning for Research, Defining Research Problem.
- Research Designs.
- Review of Literature.
- Research Data-base.
- Sources / Methods of Collecting Primary and Secondary Data, Schedules & Questionnaires, Interview, Observation, Scaling Techniques etc.
- Validity and Reliability Tests of the Measure.
- Sampling Design: Various Aspects.
- Factor Analysis.
- Pilot Study.
- Hypothesis: Nature, Types, Formulation and Testing of Hypotheses.
- Methods of Data Analysis: Application of Mean, Mode, Median, Geometric Mean, Harmonic Mean, Coefficient of Correlation, Regression Analysis, ANOVA Analysis, t-test, z-test, f-test, chi-square test.
- Research Report Writing. Elementary Idea about Statistical Software Packages

**Suggested Readings:**

K.R. Sharma, Research Methodology, National Publishing House, Jaipur.

Kothari.C.R., Research Methodology, Vishwa Prakashan , Delhi

Bannerjee.S & Roy R "Fundamentals of Research Methodology" Kitab Mahal ,Allahabad

Asthana BN "Elements of Statistics" S Chand, New Delhi

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## INTERNATIONAL MARKETING (FT-CC-402)

(Effective from Batch 2019-21)

- Nature and Scope of International Marketing, Significance of International Marketing, Foreign Trade Concepts and Theories.
- Analysis of International Marketing Environment. India's Current Export Import Policy, Recent Trends in India's Foreign Trade, Institutional set-up for Export Promotion, Export Houses, Export Documentation and Procedure.
- International Marketing Research, Organisational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force, Emerging Trends in International Retail Business.
- Overseas Market- Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions and Promoting Products for Exports including Fairs and Exhibitions.
- Letter of Credit, Credit Risk Insurance with Reference to ECGC- Functioning & Evaluation, Functioning of WTO, UNCTAD.

### Suggested Readings :

Bhattacharya, B. Export Marketing : Strategies for Success, New Delhi, Global Business Press.

Joshi, R M "International Business" Oxford, New Delhi

Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.

Onkvisit, Sak and Shaw, J.J. International Marketing : Analysis and Strategy : New Delhi, Prentice Hall of India.

Panda Tapan, Marketing in the New Global Order, Excel Books, New Delhi.

Terpstra, Vern and Sarthy, R. International Marketing. Orlando, Dryden Press.

Walter, I and Murphy, T. Handbook of International Business, New York, John Wiley.

Vasudeva P.K., International Marketing, Excel Books, New Delhi.



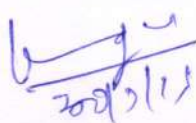
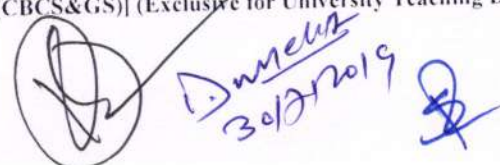



**STRATEGIC MANAGEMENT**  
**(FT-CC-403)**  
**(Effective from Batch 2019-21)**

- Nature, Purpose, Importance and historical evolution of Business Policy, Concept and applications of Corporate Strategy, Strategic Management : Definition, model and process.
- Strategy Formulation : Strategic Intent – Vision, Mission, Purpose and Objectives, Concept of Core Competency, Chief Executive & Board, Work of Top Management in Strategy Formulation, Strategy and Structure.
- Environmental Analysis : Environmental and Organizational Appraisal, SWOT Analysis, Experience Curve, Competitive Advantage of a Firm, Strategic Profile of Firm.
- Strategic Alternatives and Strategic Choice
- Strategic Implementation, Activating Strategies, Structural Implementation, Functional Implementation, Behavioural Implementation, Strategy Evaluation, Strategic Control, Operational Control, Techniques of Strategic Evaluation & Control.

**Suggested Readings :**

- Azhar Kazmi, Business Policy & Strategic Management, TMH, New Delhi.  
 P.K. Ghosh, Business Policy-Strategic Planning and Mgmt., Sultan Chand and Sons, New Delhi.  
 V.P. Michael, Business Policy and Environment, Sultan Chand and Sons, New Delhi.  
 Kachru, Upendra, Strategic Management, Concepts and Cases, Excel Books, New Delhi.  
 R.M. Srivastava, Corporate Strategy and Planning, Himalaya Publishing House, Mumbai  
 R. Nanjundiah, Strategic Planning and Business Policy, Himalaya Publishing House, Mumbai

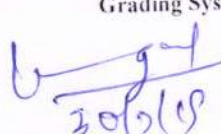
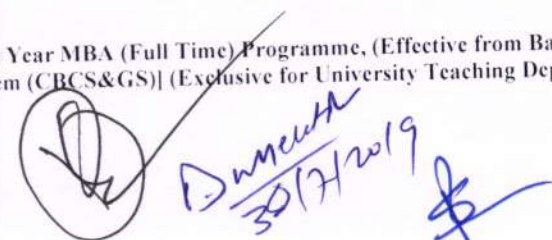
## ELECTIVE COURSES FOR MBA III SEMESTER (Any Two Papers are to be opted)

### (3A) HUMAN RESOURCE DEVELOPMENT (FT-EC-HRA-304/305) (Effective from Batch 2019-21)

- Philosophy and Goals of HRD, An Overview of Sub-systems (Process mechanisms) of HRD. Inter-linkage of Various Sub-systems of HRD. Role of HRD Managers, Line Managers and Top Executives in the Process of HRD.
- Employee Training: Process of Employee Training. Identifying Training Needs. Planning for Training. Evaluation of Training, Learning/ Training Climate.
- Performance Appraisal: Objectives of Performance Appraisal. Process of Performance Appraisal. Performance Feedback and Performance Counselling. Common Errors in Performance Appraisal.
- Employee Empowerment: Meaning, Process and Ways & Strategies. Career Planning & Development: Meaning, Process and Ways & Strategies. Ingredients of Quality of Work Life. Ways and Strategies to Enhance the Level of QWL.
- Defining HRD Climate and Dimensions of HRD Climate. Evaluation of HRD (HRD Audit). Strategic HRD. Organizational Learning.

#### Suggested Readings :

- Sungara Raju, S.M., Total Quality Management, New Delhi, Tata McGraw-Hill Pub.Co.Ltd.
- Pareek and Rao, Designing and Managing Human Resource, Systems, Oxford & IBH Pub. House
- French and Bell, Organisation Development, PHI, New Delhi.
- Rao, T.V., Recent Experiences in HRD, TMH, New Delhi.
- Pareek, Udai, Evaluation of HRD, Jaipur Rawat Publications
- Rao T.V., HRD Audit, Oxford IBM, Mumbai.
- Kanji Gopal & Asher Mike – 100 Methods for TQM, Response Books, Sage Publications, New Delhi.
- Khandwalla, Pradeep (1988), Fourth Eye, Allahabad: A.H. Wheeler Publishing
- Margaret, Anne Reid, Harry Barrington & Mary Brown, Human Resource Development, Pinnacle, New Delhi.
- Khandwalla, Pradeep (2003), Corporate Creativity, Tata McGraw Hill Publishing Company Ltd.
- Tapomey Dev (2011), Human Resource Development: Theory and Practice, Ane Books Pvt. Ltd., New Delhi.
- Bedia, D D, Padmwat Ananda, "Talent Management" Zenith Publications, Delhi, 2012

**(3B)**  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**(FT-EC-FAA-304/305)**  
**(Effective from Batch 2019-21)**

- Investment Return and Risk, Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Investment Alternatives.
- The Return to Risk and the Investment Decision; Government Securities; Investment Instruments of the Money Market; Fundamental and Technical Analysis, Efficient Market Theory.
- Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, Sharpe Single Index Model; Capital Asset Pricing Model.
- Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.
- Portfolio Management in Mutual Funds: Nature Scope and Types of MFs, UTI, Concept of NAV, Regulation of MFs, Taxation and MFs.

**Suggested Readings :**

- Avdhani V. A., Security analysis and Portfolio Management, Himalaya Publishing House.
- Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management, New Delhi, S.Chand.
- Fischer, Donald E. and Joardan, Ronald J. Security Analysis and Portfolio Management, New Delhi, PHI.
- Dhanesh Khatri, "Security Analysis and Portfolio Management" Macmillan , New Delhi
- Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management., Delhi, S.Chand.
- Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley.
- Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman.
- Markowitz, Harry M. Mean. Variance Analysis in Portfolio Choice and Capital Markets. London, Basic Blackwell.
- R. P. Rustagi, Security analysis and Portfolio Management, Taxman Publications
- Rajesh Chakrebarty and De, Capital Markets in India, Sage Publications.

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30/7/2019

**MANAGEMENT OF FINANCIAL SERVICES  
AND INTERNATIONAL FINANCE**

(3C)

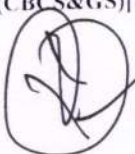
(FT-EC-FAA-304/305)

(Effective from Batch 2019-21)

- Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; New Financial Products and Services; Innovative financial Instruments.
- Mutual Funds; Types/Classification of Funds, Reasons for Slow Growth. Merchant Banking; Meaning, Scope and Services of Merchant Banks. Managing of Issue Shares and Bonds; Debt Securitization; Credit Rating; Credit Cards.
- Venture Capital; Concept, Meaning, Features, Scope of Venture Capital and Method of Venture Financing. Factoring, Forfeiting and Bill Credit Discounting.
- International Financial Management: Nature, Scope and Objectives, International Financial System and institutions; IMF, World Bank. Foreign Exchange Market and its Functions.
- An Overview of Financial Derivatives – Future; Forward Agreement Future Agreement. Options; Put option, Call Option, Hedging and Currency Swaps, International Cash Management.

**Suggested Readings :**

- Bhalla, V.K. Management of Financial Services. Anmol, New Delhi.
- Bhalla, VK. And Dilbag, Singh. International Financial Centres. New Delhi, Anmol.
- Ennew C, Trevor Watkins & Mike Wright : Marketing of Financial Services, Heinemann Professional Pub.
- Gordan, E and K. Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House.
- Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, PHI.
- Bhalla, V.K. International Financial Management, New Delhi, Anmol.
- Buckley, Adrian, Multinational Finance, New York, PHI.
- A.P.G. Apte, International Financial Management, TMH, New Delhi.

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 D. N. Mehta  
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**Management Information System**  
**(FT-EC-HRA-304/305)**  
**(Effective from Batch 2019-21)**  
**(3D)**

- Management Information System Design - Defining the Problem, System Objectives, Determining information needs, sources, Development and selection of alternative design.
- Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources, Recent Trends in MIS.
- MIS and Decision Making - Phases of Decision making process, MIS support at each of the phase of Intelligence, Design & choice. Programmed v/s Non-Programmed Decisions.
- Basic Information Regarding Enterprise Resource Planning and Related Soft-wares. Basic Information Regarding HRIS and Related Soft-wares. Basic Information Regarding Market Database.
- Consumer Price Index Numbers, Wholesale Price Index Numbers, System of Sensex. Rating Agencies in India.

**Suggested Readings:**

- Burch, John and Grudnitski Gary. Information Systems : Theory and Practice, New York, John Wiley.
- David, Van Over. Foundations of Business Systems. Fort Worth, Dryden.
- Eliason, A.L. On-Line Business Computer Applications., Chicago, Science Research Association.
- Estrada, Susan. Connecting to the Internet. Sebastopol, C A, O'Reilly.
- Information Systems for Modern Management, Robert G.Murdic, Joel E, Ross, James R. Clagget PHI, New Delhi.
- Management Information Systems, Gordon B Davis,M.H. Olson, Prentice Hall, New Jersey

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**Quantitative Techniques**  
**(FT-EC-SYSA-304/305)**  
**(Effective from Batch 2019-21)**  
**(3E)**

- Introduction to Quantitative Techniques. Concept Model Building for Business Decisions. Role and Scope Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices. Applications of Matrices to value Analysis. Output Model in Matrices.
- Probability: Rules of Probability - Binomial, Poisson and Normal Distribution - Their Applications in Business and Industrial Problems - Baye's Theorem and its Business Application.
- Linear Programming- Mathematical formulations of Linear Programming, Graphical Analysis, Simplex method of Linear Programming, Transportation and Assignment Models.
- Probability Theory – Concept of Probability, basic Laws of Probability, Conditional Probability, Game Theory
- Application of Differentiation and Integration Maxima, Minima, Average Cost, Total Cost, Marginal Revenue, Average Revenue and Total Revenue - Consumer Surplus and Producer Surplus.

**Suggested Readings:**

1. Quantitative techniques- Dr. M.M. Varma & R.K. Agrawal.
2. Quantitative techniques- C.R. Kothari.
3. Quantitative techniques for managerial Decision- U.R. Shrivastava & G.V. Shenoy, S.C. Sharma.
4. Quantitative techniques in Mgmt. – N.D. Vohra.
5. Quantitative Methods : D.R. Agarwal
6. Fundamentals of Statistics : D.N. Elhance

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**SYSTEMS ANALYSIS AND DESIGN**  
**(FT-EC-SYSA-304/305) (Effective from Batch 2019-21)**  
**(3F)**

Overview of Systems Analysis and Design; Software applications today – the changing scenarios – Introduction to different methodologies and Structured System Analysis – Problem identification – requirement analysis : tools and techniques – feasibility analysis – operational. Technical and economical feasibility – details of SDLC approach. Business Systems Concept; System Development Life Cycle; Project Selection; Feasibility Study. Tool for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design; Data Base Design, System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

**Suggested Readings :**

1. I.I. Hawryzkiewycz, Introduction to Systems Analysis & Design, PHI, New Delhi.
2. Edward Y, Design of On-Line Computer System, Englewood Cliffs, N. J. Prentice Hall.
3. Awad, Elias M. Systems Analysis and Design., New Delhi, PHI.
4. Coad, Peter and Edward, Yourdon. Object Oriented Analysis. Englewood Cliff, New Jersey, Yourdon Press.
5. Hawryzkiewycz, I.T. Introduction to Systems Analysis and Design. New Delhi, PHI.
6. Macro, T.D. Structured Analysis and System Specification, New Delhi, Yourdon Press.
7. Rajaraman, V. Analysis and Design of Information Systems, New Delhi, PHI. 29

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**ELECTIVE COURSES FOR MBA IV SEMESTER**  
(Any Two Papers are to be Opted)

**CORPORATE TAXATION**  
(FT-EC-FAA-404/405)  
(Effective from Batch 2019-21)  
(4A)

- Basic Concepts of Income Tax; Residential Status of a Company; Computation of Income under Different Heads of Income.
- Set off and Carry forward of Losses, Deductions and Exemptions for Corporate Assesses, Minimum Alternate Tax (MAT).
- Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Tax Planning Relating to Amalgamation and Merger of Companies.
- Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc.
- Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures; Double Taxation Avoidance Agreements.

**Suggested Readings :**

Ahuja, G.K. & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House.  
Ranina, H.P. Corporate Taxation : A Handbook, New Delhi, Oriental Law House.  
Singhania, V K. Direct Tax Planning & Management, Taxman Pub.  
Srinivas E.A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill.  
Singhania, V K. and Singhania Kapil, Direct Tax Planning & Management, Taxman Pub.

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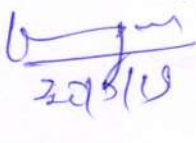
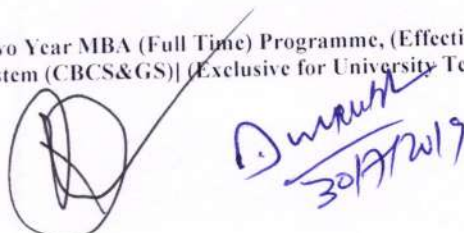

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**(4B)**  
**ENTREPRENEURSHIP**  
**(FT-EC-FAA- 404/405)**  
**(Effective from Batch 2019-21)**

- Concept of Entrepreneurship. Process of Entrepreneurship. Entrepreneurial Motives. Enablers of Entrepreneurial Intentions. Entrepreneurial Competencies. Characteristic Features of Corporate Entrepreneurship. Differences between Entrepreneurship and Intrapreneurship.
- Concept of Social Entrepreneurship. Differences between Normal Entrepreneurs and Social Entrepreneurs. Need and Benefits of Social Enterprise. Differences between Social Enterprises and Social Responsibility of Business. Ethical Issues in Entrepreneurship.
- Benefits of Women Entrepreneurship Status of Women Entrepreneurship. Entrepreneurship. Challenges in Women Entrepreneurship. Barriers and Facilitators of Women Entrepreneurship.
- Relationship among Creativity, Innovation and Entrepreneurship. Environmental Scanning for New Venture Creation. Developing Business Plan for New Venture Creation. Market Orientation and Marketing Skills for Entrepreneurs. Marshalling Resources for New Venture Creation.
- Characteristic Features of Family Business. Advantages of Family Business, Problems in Managing Family Business. Global Opportunities for Entrepreneurs.

**Suggested Readings:**

- Raj Shankar – “Entrepreneurship Theory and practice”. Vijay Nicole Imprints Pvt td, Chennai 2012
- Kuratko. F.D. & Hodgetts.M.R., “Entrepreneurship Theory, Process, Practice (6th ed), Thomson South Western Pub, Singapore.
- Desai Vasant , “ Dynamics of Entrepreneurship Development and Management, Himalaya Pub House, Mumbai, 2008.
- Khanka, S.S. , “Entrepreneurship Development,” S.Chand and Co.Ltd, New Delhi, Revised Ed, 2012
- Mohanty.S.K., “Fundamentals of Entrepreneurship”, PHI Learning Pvt Ltd, Delhi, 2012.
- Proceedings of EDI ‘s of Xth Biennial Conference on Entrepreneurship, Vol.I & II, Bookwell Publishers, Delhi. (2013)
- Proceedings of EDI ‘s of XIth Biennial Conference on Entrepreneurship, Vol.I & II, Bookwell Publishers, Delhi. (2015)

**MARKETING OF SERVICES**  
**(FT-SYSA-EC-403)**  
**(4C)**  
**(Effective from Batch 2019-21)**

- Concepts, Nature, Emergence, Growth and Importance of Services, Challenges in Marketing of services, Service Classification.
- Marketing Framework for Service Business, Understandings Service Market, Services and Consumer Behaviour in Market of Services, Segmentation, Targeting and Positioning of Service Marketing.
- Marketing Mix in Service Marketing, Advertising, Branding Issues of Services, Relationship Marketing, Retail Marketing.
- Marketing Information System and Marketing Research in Service Marketing, Strategies for Services Marketing, Designing of Service Strategy.
- Service Vision, Issues concerning Service quality and Quality Models.
- E-Marketing and Marketing of Services in Various Business Areas.
- Development of Service Market in Indian Business.

**Suggested Readings :**

Lovelock, Christopher H. Managing Services : Marketing Operations and Human Resources. Englewood Cliffs, New Jersey, Prentice Hall Inc.

Lovelock, Christopher H. Service Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc.

McDonald, Malcom and Payne, A: Marketing Planning for Services. Butterworth, Heinemann. Nargundkar R and T.K. Panda, Managing Customer Relationship in Service Industries, Excel Books, New Delhi.

Bhattacharya C, Service Marketing, Excel Books, New Delhi.

Newton M P Payne, A. The Essence of Service Marketing. New Delhi, Prentice Hall of India.

Verma, H V. Marketing of Services. New Delhi, Global Business Press.

Zeithaml, V A and Bitner, M J Services Marketing. New York, McGraw Hill.

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(4D)  
**ECONOMICS OF LABOUR AND  
 INDUSTRIAL RELATIONS**  
**FT-EC-HRA-404/405**  
**(404/405) (Effective from Batch 2019-21)**

- Meaning of Industrial Relations. Common Reasons of Industrial Disputes.
- Trade Unionism in India :Meaning of Trade Union. The Trade Union Act. 1926. Current Status of Trade Unions in India. Problems of Trade Unions in India and Probable Solutions.
- Industrial Employment (Standing Orders) Act, 1946.
- Industrial Disputes Act, 1947.
- Workers Participation in Management.
- Collective Bargaining and Negotiation.
- Grievance Handling Management.
- Management of Discipline.
- Government System of Labour Administration In India.
- Wages, Dearness Allowance, Bonus and Fringe Benefits System In India.

**Suggested Readings :**

Kochan, T.A. and Katz Henry. Collective Bargaining and IR, Homewood Illinois Richard D. Irish.  
 Mamkoottam, K. Trade Unionism. Myth and Reality. New Delhi, Oxford University Press.  
 Niland J R etc. The Future of Industrial Relations. New Delhi, Sage.  
 Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO.  
 Arora M., Industrial Relations, Excel Books, New Delhi.  
 Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press.  
 Virmani, B.R. Participative Management vs. Collective Bargaining . New Delhi, Vision Books, Webb, Sidney & Webb, Beadtrice. Industrial Democracy. Melbourne, Longman.  
 Personnel Management and Industrial Relations, P.C. Tripathi, Sultan Chand & Sons, New Delhi.  
 Dynamics of Industrial Relation in India, C.B. Mamoria, Himalaya, New Delhi.  
 Modern Labour Law and IR, Srikanta Mishra, Sultan Chand & Sons, New Delhi.  
 Industrial Relations in India, V.P. Michael, Himalaya Publishing, New Delhi.

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**CREATIVITY AND INNOVATION**  
**(FT-EC-SYSA-404/405)**  
**(Effective from Batch 2019-21)**  
**(4E)**

- Nature of Creativity. Convergent Vs Divergent Thinking and Their relationship with Creativity.
- Individual Creativity Vs Team Creativity. Factors that affect Individual Creativity. Factors that affect Team Creativity. Creative Personality and Blocks to Creative Personality.
- Various Techniques of Creative Problem Solving.
- Innovation in Organizations: Meaning, Process, Types, Levels, Influencing Factors.
- Innovation Sponsoring Capability. Climate / Culture required for creativity and innovation in organizations. Relationship between Creativity, Innovation and entrepreneurship.

**Suggested Readings:**

1. Amabile, T. M. (1996). **Creativity in Context**, Boulder, CO: Westview Press.
2. Barron F. (1969). **Creative Person and Creative Process**, New York: Holt, Rinehart, and Winston.
3. Csikszentmihalyi, M. (1996). *Creativity, flow and the psychology of discovery and invention*. New York: Harper Collins.
4. Csikszentmihalyi, M. (1996). **Creativity: Flow and the psychology of discovery and invention**, New York, NY: HarperCollins.
5. Ennesto, Villalba (Ed.) (2009), **Measuring creativity**. *Conference Proceedings of the Conference on "Can Creativity be Measured?"* held in Brussels during May 28 -29, 2009 (The European Year of Creativity, & Innovation) organized by Directorate General for Education, & Culture together with the Centre for Research on Life-long Learning (CRELL) of the Joint Research Centre (JRC), European Commission. Brussels: European Commission.
6. Gardner, H. (1993). *Creating minds: An anatomy of creativity seen through the lives of Freud, Einstein, Picasso, Einstein, Stravinsky, Eliot, Graham, and Gandhi*. New York: Basic Books.
7. Glover, J. A., Ronning, R. R., & Reynolds, C. R. (Eds.) (1989). **Handbook of creativity** New York: Plenum Press.
8. Guilford, J. P. (1967). *The nature of human intelligence*. New York, NY: McGraw-Hill
9. Harold H. Anderson (Ed.) (1959). *Creativity and its cultivation (Addresses Presented at the Interdisciplinary Symposia on Creativity, Michigan State University)*. New York: Harper, & Brothers.
10. Hemlin, S., Allwood, C. M. & B. R. Martin (Eds.) (2004). **Creative knowledge environments: The influences on creativity in research and innovation**. Cheltenham: Edward Elgar.

Syllabus, Two Year MBA (Full Time) Programme, (Effective from Batch 2019-21) CHOICE BASED CREDIT SYSTEM & Grading System (CBCS&GS) (Exclusive for University Teaching Department (Pt. JNIBM, VUU) Vikram University, Ujjain

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11. Khandwalla, P. N., (1988). **Fourth Eye: Excellence through Creativity**, Wheeler Publishers.
12. Khandwalla, Pradip N. (2003). **Corporate creativity: The winning edge**. New Delhi (India): Tata McGraw Hill Education Private Limited.
13. Kirton, M. J. (1994). **Adaptors, & innovators: Styles of creativity and problem solving** (II edition). New York: Routledge.
14. Kuhn, R. L. (Ed.) (1988). **Handbook for Creative and Innovative Managers**. New York: McGraw-Hill.
15. OSO International Foundation, (1999). **Creativity Unleashing the Forces Within / OSO**, St. Martin Press: New York.
16. Runco, M. A. & Pritzer, S. R. (Eds.) (1999). **Encyclopedia of Creativity**. San Diego: Academic Press.
17. Runco, M.A. and Albert, R.S. (Eds.) (1990), **Theories of Creativity**. Newbury Park, CA: Sage Publication.
18. Stein, M. I. (1975). **Stimulating Creativity: Group Procedures**. NY: Academic Press.
19. Sternberg, R. J. (Ed.) (1999). **Handbook of Creativity**, Cambridge: Cambridge University Press.
20. Sternberg, R. J. & Lubart, T.L. (1995). **Defying the crowd. Cultivating creativity in a culture of conformity**. The Free Press, New York.
21. Sternberg, R. J. (2003). **Wisdom, Intelligence and Creativity Synthesized**, Cambridge University Press.
22. Sternberg, R.J. (Ed.) (1988). **The nature of creativity: Contemporary psychological perspectives**. Cambridge: Cambridge University Press.
23. Taylor, Ros (2013). **Creativity at Work**. Cogan Page.
24. Torrance P. E. (1965). **Rewarding Creative Behaviour**, Englewood Cliffs, N.J.: Prentice Hall.
25. West, M.A. and Farr, J. L. (Eds.) (1990). **Innovation and creativity at work: Psychological and organizational strategies**. London: John Wiley.
26. Zhou, J. & Shalley, C. E. (Eds.) (2007). **Handbook of Organizational Creativity**. New York: Lawrence Erlbaum Associates.

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**LEGAL FRAMEWORK OF HUMAN RESOURCE MANAGEMENT**  
**(FT-EC-HRA-404/405)**  
**(Effective from Batch 2019-21)**  
**(4F)**

- The Factory Act, 1948.
- Contract Labour Act, 1952.
- The Minimum Wages Act, 1948.
- Payment of Wage Act, 1936.
- Equal Remuneration Act, 1976.
- Payment of Bonus Act, 1965.
- Payment of Gratuity Act, 1972.
- Provident Fund and Miscellaneous Provisions Act, 1952.
- Employees Compensation Act, 1923.
- Employees State Insurance Act, 1948.
- Child Labour Prohibition Act.
- Bonded Labour Prohibition Act.

**Suggested Readings :**

Ghaiye, B R Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company.

Malhotra, O P. The Law of Industrial Disputes. Vol.I and II. Bombay, N.M. Tripathi.

Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book.

Seth, D.D. Industrial Dispute Act, 1947. Vol.I & II. Bombay.

Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Vikas.

N.D. Kapoor, Mercantile Law, Sultan Chand and Sons, New Delhi.

Mishra L., Case Laws on Industrial Relations, Excel Books, New Delhi.

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