

SCHEME OF EXAMINATION
&
SYLLABI
Of
MASTER OF BUSINESS ADMINISTRATION
(MBA)

For

First Semester
(w.e.f. 2010 – 2011 Academic Session)



GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
KASHMERE GATE, DELHI - 110403
SCHEME OF EXAMINATIONS

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)

Criteria for Internal Assessment

The internal assessment of the students (out of 40 marks) shall be as per the criteria given below:

1. Class Test-I - 15 marks

(Will be a written test to be conducted on the date communicated by the University for the Class Test – I, except for the Fourth Semester where the dates will be decided by the concerned institutes/school).

2. Class Test-II* - 15 marks

(Individual Term Paper/Written Assignment/Project/
Conduct of Practical and Practical File /OB Practical and Practical file

3. Individual Presentation/Viva-Voce/Group Discussion - 10 marks

****Record to be maintained by faculty and made available to the examination branch of the University, if required.***

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)

FIRST SEMESTER

Code No.	Paper	L	T/ P	Credits
MS 101	Management Process & Organizational Behaviour	4	-	4
MS 103	Decision Sciences	4	-	4
MS 105	Managerial Economics	4	-	4
MS 107	Accounting for Management	4	-	4
MS 109	Information Technology Management	3	-	3
MS 111	Business Communication	4	-	4
MS 113	Business and Legal Environment	4	-	4
MS 151	Information Technology Management Lab	-	2	1
Total		27	2	28



FIRST SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Management Process & Organizational Behaviour

Course Code: MS 101

L - 4, Credits - 4

Objectives: This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations.

Course Contents

Unit I

Introduction to Management: Meaning and Nature of Management, Evolution of Management (in India and Abroad), Managerial Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives

Management and Society: The External Environment, Social Responsibility, and Ethics: An Overview.
(14 Hours)

Unit II

Process of Management: Functions of Management: Planning-Process and Techniques, Organizing-Process and Organizational Structure, Directing-Principles and Process, Controlling-Process and Techniques, Problem Solving and Decision Making.

(14 Hours)

Unit III

Fundamentals of Organizational Behaviour: Introduction and Meaning, Models of OB, Emergence of OB as a Discipline, OB Trends, Organizational Culture and Climate, Leadership Theories and Styles, Motivation-Theories and Practices, Managerial Communication, Organizational Change and Development.

(14 Hours)

Unit IV

Individual & Group Behaviour and Process in Organization: Individual Determinants of OB: Perception, Learning, Emotions, Attitudes, Personality, Stress and Its Implication on Management Practices, Group Dynamics and Work Teams, Power, Politics, Conflict and Negotiation, Interpersonal Behaviour and Relations, Transactional Analysis.

(14 Hours)

Organizational Behaviour Lab (Optional for Internal Assessment only): Since Organizational Behavior as a subject can be better understood through practical learning of behavioral measurement, so an OB lab can be introduced in the course. The student can be made to perform any two of the following Organizational Behavioral Tests. A practical file should also be prepared by the students.

- 16 PF
- FIRO-B
- Interpersonal Adjectives Scale
- MBTI
- Multidimensional Assessment of Personality
- Conflict Resolution Mode Inventory (Thomas – Kilmann)
- Multi Dimensional self Esteem Inventory
- Assessing Personality & Social Behaviour – The social value & attitude scales

Text Books

1. Robbins, S.P., Judge, T.A., Sanghi, S (2009). *Organizational Behaviour*, Pearson Education.
2. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., *Management* 6TH Ed, .Prentice-Hall of India.

Reference Books

1. George, J. M. & Jones, G.R. (2009). *Understanding and Managing Organizational Behaviour* 5th Edition, Pearson Education.
2. Green Berg, J. and Baron, R.A. (2008), *Behaviour in Organization*. Prentice Hall of India.
3. Schermerhorn, J. (2007). *Organizational Behaviour*, 10th Edition, Wiley
4. Mcshane, S.L., Von Glinow, M.A., Sharma, R.R. (2006) *Organizational Behaviour*. Tata McGraw Hill
5. Pierce, J.L. & Gardner, D.G. (2010). *Management and Organizational Behavior*, Cengage Learning.

GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Decision Sciences

Course Code: MS 103

L - 4 Credits - 4

Objectives: To expose students to quantitative techniques in management decision making.

Course Contents

Unit I

(20 hours)

Descriptive Statistics - Presentation of Data, Measures of Central Tendency and Variation, Probability - Concepts, Theorems, Bayes' Rule. Probability Distributions - Discrete and Continuous. Correlation and Regression - Simple.

Unit II

(12 hours)

Linear Programming – Formulation, Graphical and Simplex Method, Duality.

Unit III

(12 hours)

Decision Theory - Decision under Certainty, Uncertainty and Risk, Decision Tree analysis. Game Theory - Pure and Mixed strategies, Dominance and Algebraic Methods.

Unit IV

(12 hours)

Transportation Problems - Initial Basic Feasible Solution, Test for Optimality. Assignment problems. Network Analysis - PERT and CPM. Queuing model - M/M/1/ ∞ /FIFO.

Textbooks

1. Ken Black (2009) *Business Statistics: For Contemporary Decision Making*, 5th edition, Wiley-India.
2. Barry Render, RM Stair, ME Hanna and TN Badri (2009) *Quantitative Analysis for Management*, 10th edition, Pearson Prentice Hall.

Reference Books

1. Richard Levin and DS Rubin (2009) *Statistics for Management*, 7th edition, Pearson Education.
2. Gupta, S.P. & Gupta M.P. (2009) *Business Statistics*, 15th edition, Sultan Chand and Sons.
3. Sharma, J.K. (2009). *Operations Research: Theory and Applications*, 4th ed. Macmillan.
4. Gupta, M.P. (2009) *Operations Research for Management*.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Managerial Economics

Course Code: MS 105

L - 4 Credits – 4

Objective: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

Course Contents

Unit I

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Opportunity cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility, Indifference Curve Analysis.

(14 Hours)

Unit II

Demand Analysis and Theory of Production: Demand Function, Determinants of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making; Theory of Production: Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Applications in Managerial Decision Making.

(14 Hours)

Unit III

Theory of Cost and Market Structures: Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope; Revenue curves; Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.

(14 Hours)

Unit IV

Introduction to Macro Economics: Nature and Importance; Economic Growth and Development, Determinants of Economic Development; Methods of Measurement of National Income; Inflation: Meaning, Theories, and Control Measures; Recent Developments in Indian Economy.

(14 Hours)

Text Books

1. Hirschey, Mark (2009). *Fundamentals of Managerial Economics*, 9th edition, Cengage Learning.
2. Salvatore, D.(2006). *Managerial Economics in a Global Economy*, 6th Edition, Oxford University Press.

Reference Books:

1. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006). *Managerial Economics: Analysis, Problems, Cases*, 8th Edition, John Wiley & Sons.
2. Atmanand (2008). *Managerial Economics*, 2nd Edition, Excel Books.
3. Christopher R Thomas & S Charles Maurice (2008). *Managerial Economics*, 9th edition, McGraw Hill Co.
4. Petersen, H. C., Cris, L W and Jain, S.K. (2008). *Managerial Economics*, 1st edition, Pearson Education

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Accounting for Management

Course Code: MS 107

L - 4 Credits - 4

Objectives: The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Contents

Unit I

Nature of Accounting Information: Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Error. Classification of Capital and Revenue. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments), Contents of Corporate Annual Reports with Annexures.

(14 Hours)

Unit II

Cost Accounting: Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes. Overhead Cost Allocations, Over and Under Absorption. Job and Contract Costing, Operating Costing, Reconciliation of Financial and Cost Accounting

(14 Hours)

Unit III

Performance Evaluation Techniques: Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Fixed and Flexible Budgets, Zero Based Budgeting, Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting.

(14 Hours)

Unit IV

Decision Making Techniques: Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; Financial Leverage, Operating Leverage and Combined Leverage, EVA; Introduction to Activity Base Costing, Target Costing, Life Cycle Costing; Uniform Costing.

(14 Hours)

Text Books

1. Horngren, Datar, Foster, Rajan, Iitner(2009). *Cost Accounting- A Managerial Emphasis*, 13th Edition, Pearson Education.
2. M.Y.Khan and P.K.Jain (2010) *Management Accounting*, Edition 5. Tata Mc Graw Hill.

Reference Books

1. Arora, M. N. (2008). *Cost Accounting*, 10th Edition, Vikas Publishing House.
2. Duray. Colin. (2004). *Management and Cost Accounting*, 6th Edition, Cengage Learning.

3. Maheshwari, S.N (2009). *Accounting for Management*, 2nd Edition., Sultan Chand & Sons.
4. Glautier, M.W.E. And Underdown B. (2010). *Accounting Theory and Practice*, Financial Times / Pearson.

Periodicals

1. American Accounting Association, The Accounting Review
2. Institute of Chartered Accountant of India, The Chartered Accountant
3. The Institute of Cost and Works accountant of India, The Management Accountant

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Information Technology Management

Course Code: MS 109

L – 3 P-0 Credits - 03

Objectives: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Contents

Unit I

Computer Hardware and Number System: - CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies.

Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic. **(06 Hours)**

Unit II

Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Process of Software Development. Data Analysis using Spreadsheets

Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)

DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries. **(14 Hours)**

Unit III

Data Communication and Networks: Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-Networking devices. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets. **(14 Hours)**

Unit IV

Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Classification of Information Systems. Overview of Security Issues in Information Technology, Emerging Trends in Information Technology. **(8 Hours)**

Text Books

1. IITL Education Solutions (2009). *Introduction to Information Technology*, Pearson Education.
2. Turban, Rainer and Potter (2006). *Introduction to information technology*, 2nd Edition, John Wiley and Sons.

Reference Books

1. Turban Efraim, Ephraim McLean, James Wetherbe (2006). *Information Technology for Management - Transforming organizations in the digital economy*, 4th Edition, Wiley India.

2. Joseph A. Brady and Ellen F Monk (2007). *Problem Solving Cases in Microsoft and Excel*, Fourth Annual Edition, Thomson Learning.
3. Saini A. K.and Pradeep Kumar (2003). *Computer Applications in Management*, Anmol Publications.
4. Deepak Bharihoke, (2009). *Fundamentals of Information Technology*, 3rd Edition, Excel Books.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)

Business Communication

Course Code: MS 111

L - 4 Credits – 4

Objectives: To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Contents

Unit I

Theory of Communication: Nature, Importance and Role of Communication; The Communication Process; Barriers and Gateways to Communication.

(10 Hours)

Unit II

Forms of Communication

(a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents, Writing Positive, Negative Persuasive, Electronic Messages

(b) Non-Verbal Communication

(c) Oral Communication: Art of Public Speaking, Effective Listening

(d) Communicating in Teams

(15 Hours)

Applications of Communication

(a) Writing a Summer Project Report

(b) Writing CVs & Application Letters

(c) Group Discussions & Interviews

(d) The Employment Interview

(14 Hours)

Unit III

Important Parameters in Communication

(a) The Cross Cultural Dimensions of Business Communication

(b) Technology and Communication

(c) Ethical & Legal Issues in Business Communication

(d) Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

(10 Hours)

Unit IV

Other Communication Parameters: Negotiation Process & its Management, Designing Visual Communication, Creating and Delivering Online Presentations

(07 Hours)

Text Books

1. Lesikar et al (2009). *Business Communication: Making Connections in a Digital World*. Tata McGraw Hill Publishing Company Ltd. New Delhi.

2. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). *Business Communication Today*, Pearson.

Reference Books

1. Krizan et al (2010). *Effective Business Communication*, Cengage Learning.

2. Scot, O. (2009). *Contemporary Business Communication*, Biztantra, New Delhi.

3. Chaney & Martin (2009). *Intercultural Business Communication*, Pearson Education

4. Penrose et al (2009). *Business Communication for Managers*, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)

Business and Legal Environment

Course Code: MS 113

L-4 Credit -4

Objectives: This course is intended to make students understand various social , political, legal and economic and other factors that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

Course Contents

Unit-I

Meaning of Business Environment, Economic and Non-economic factors influencing business and their interaction, Economic systems, Historical Perspective on public control of business, Constitutional framework of state control of business.

(8 Hours)

Unit –II

Planning and Economic Policies

- a) Planning Commission and National Development Council, Objectives of Planning in India, Industrial Licensing Policy, Economic Reforms
- b) Fiscal Policy: Types of Fiscal Policy, Fiscal Policy Instruments - taxation and public expenditure and their impact on economy.
- c) Monetary Policy: Types of Monetary Policy and Monetary Policy Instruments.

(12 Hours)

Unit -III

Business Legislation

- a. **Indian Contract Act, 1872** – Formation, Essential Elements, Vitiating Elements, Performance and Discharge of Contract, Remedies for Breach of Contract, Overview of Special Contracts. Overview of Alternate Dispute Resolution Mechanisms.
- b. **Indian Partnership Act, 1932** – Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners, Dissolution of Partnership Firm, Recent Amendments to Partnership Act.
- c. **Sale of Goods Act, 1930** - Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Transfer of Ownership, Performance of a Contract of Sale, Rights of unpaid seller.
- d. **Negotiable Instruments Act, 1881:** Meaning and Essential Features, Types, Endorsement of NI, Presentment of NI, Discharge of Parties, Liabilities of Banker and Dishonour of NI, Hundis
- e. **Companies Act 1956** – Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus.

(24 Hours)

Unit -IV

Overview of Economic Legislation

- a) **Consumer Protection Act, 1986:** Objective, Legal Definitions of Consumer and Complainant, 3Tier-Redressal Mechanism..
- b) **Securities Exchange Board of India Act, 1992:** Objective, Salient Features, Definition of Security, Securities Exchange Board of India- Composition, Powers and Functions.
- c) **Competition Act 2002:** Objective, Anti Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India –Composition, Powers and Functions.
- d) **The Foreign Exchange Management Act, 1999-** Objective and Applicability of the Act, FEMA Vs FERA, Basic Terminology, Regulation and Management **(12 Hours)**

Text Books

1. Saleem, Shaikh (2010). *Business Environment*, 2nd edition, Pearson Education.
2. Tulsian, P C(2009) , *“Business Laws,”* Tata Mc Graw Hill, New Delhi

References Books

1. Paul J (2010) *Business Environment Text & Cases*, Third Edition, Tata Mc Graw Hill
2. Prakash, B A (2009) ed *“The Indian Economy Since1991; Economic reforms and performance”* Pearson Education, New Delhi
3. Pailwar, V K (2010), *“Economic Environment of Business,”* 2nd Edition, Prentice Hall India Learning, New Delhi.
4. Maheshwari, S.N. and Maheshwari, S.K. (2008). *A Manual of Business Laws*, 3rd ed. Himalaya Publishing House.

Acts

1. Bare Acts

- a. Indian Contract Act, 1872
- b. Sale of Goods Act,1930
- c. Negotiable Instruments Act, 1881
- d. Companies Act, 1956
- e. Indian Partnership Act, 1932
- f. Consumer Protection Act, 1986
- g. Environment Protection Act, 1986
- h. Securities and Exchange Board of India Act,1992
- i. Competition Act,2002
- j. Foreign Exchange Management Act,1999

Course instructor to suggest relevant materials published by professional and regulatory bodies

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Information Technology Management Lab.

Course Code: MS 151

L – 0 P-2 Credits - 01

Lab will be based on Paper MS 109 and will basically cover the following: Operating System Commands, Basic HTML Tags, SQL Queries and Spreadsheet.