



**UNIVERSITY OF JAMMU**

**NOTIFICATION**  
**(10/July/ ADP/33)**

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation to the approval of the Academic Council, has been pleased to authorize adoption of the revised Syllabi and Courses of Study in the subject of Business Management for Master's in Business Administration (MBA) Ist Semester for the examination to be held in the years as under alongwith %age of change:-

**Adoption of the revised Syllabi of MBA Ist semester alongwith %age of Change in each Paper**

<u>Class</u>	<u>Semester</u>	<u>For the Examinations to be held in the year</u>	<u>%age of Change</u>
MBA	I	Dec. 2010, 2011, 2012	approx. 60% change

The alternative question papers are required to be set as per the University regulation given as under:-

- i). if the change in the Syllabi and Courses of Study is less than 25%, no alternative Question paper will be set.
- ii). if the change is 25% and above but below 50% alternative Question Paper be set for one year.
- iii). If the change is 50% and above on whole scheme is changed, alternative Question Paper are set for two years.

Sd/-  
(DR. P.S. PATHANIA)  
REGISTRAR

F.Acd./XXVI/10/ 4909-33  
Dated: 30-07-2010

**THE BUSINESS SCHOOL**  
**UNIVERSITY OF JAMMU**

**Detailed Syllabus for MBA-Ist Semester**

For Examinations to be held in December 2010, 2011, 2012

Course No.	Title	Marks
MBA-101	Managerial Economics	100
MBA-102	Fundamentals of Marketing	100
MBA-103	Legal Aspects of Business	100
MBA-104	Management Processes & Organisational Behaviour	100
MBA-105	Accounting for Managers	100
MBA-106	Computer Applications in Management	100
MBA-107	Business Research Methods	100
MBA-108	Written Analysis and Communication (WAC)	50
MBA-109	Viva Voce	50
	Seminar on Basic Banking	

*Neel K Sharma*

*Neel K Sharma*

## MBA Semester – I

Course Title : Managerial Economics  
Course No. MBA-101  
Contact Hours : 45  
Duration of Examination : 3 hours

Max. Marks : 100 Marks  
Internal Assessment : 30 Marks  
Semester Examination : 70 Marks

### Objective

The objective of this foundation course is to impart basic knowledge of the concepts and tools of economic analysis and their application to business decisions to acquaint participants with the main features of aggregate economic system.

### Unit I

Introduction to managerial economics; Demand and Theory Analysis; Demand Estimation; Business and Economic Forecasting; Elasticity of Demand.

### Unit II

Production Theory and Analysis- The Production Function; Economies of scale and Scope; Estimating the Production Function; Cost Theory and Analysis- The Economic Concept; Production and Cost; Short-run and long-run Cost Functions; Estimating Cost Functions.

### Unit III

Market structure- Perfect Competition and Monopoly; Relevance of Perfect Competition and Monopoly; Monopolistic Competition, Oligopoly, Market structure and Barriers to entry.

### Unit IV

Pricing of Goods and Services; Pricing of Multiple Products; Price Discrimination; Product Bundling; Peak-load Pricing; Cost-plus or Mark-up Pricing; Cyclical Pricing; Other Pricing Practices; Pricing and Employment of Inputs; Correspondence between output and input decisions.

### Unit V

Macro economics; Business Cycles; Monetary and Fiscal Policies; Consumption Function; National Income; Inflation

### Note for Paper Setting

The question Paper shall contain two questions from each Unit ( Total 10 Questions) and the candidate shall be required to answer one question from each unit ( total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

*Jeetu Bohmetra*

*Ashu Arora*

**NOTE:**

A minimum of two cases or articles or reports or a project or a combination of these shall be introduced to the students in the course.

**Suggested Readings:**

- |                                  |   |                          |
|----------------------------------|---|--------------------------|
| • Dean, Joel                     | : | Managerial Economics     |
| • Cohen, Gerald, J               | : | The Nature of Management |
| • Duncan, McDougall              | : | Macro Economics          |
| • Varshney and Maheshwari        | : | Managerial Economics     |
| • Brigham, Eugene, Pappas, James | : | Managerial Economics     |
| • Dwivedi, D.N                   | : | Managerial Economics     |
| • Peterson, Craig, Lewis Cris    | : | Managerial Economics     |
| • Chopra, P.N                    | : | Business Economics       |

Neelu Koharia

Chopra P.N

10/10/2020

## MBA Semester – I

Course Title : Fundamentals of Marketing  
Course No. MBA-102  
Contact Hours : 45  
Duration of Examination : 3 hours

Max. Marks : 100 Marks  
Internal Assessment : 30 Marks  
Semester Examination : 70 Marks

**Objective**

The objective of the course is to make the students understand the basic concepts of marketing. The fundamentals of Marketing shall be discussed in detail in this course.

**Unit 1****Fundamentals of Marketing**

Marketing – Concept, Importance, Scope, Markets - Key Markets, Orientations of Marketing, Holistic Marketing, Shifts in Marketing, Marketing Management Tasks, Marketing Plan, Marketing Organization.

**Unit 2****Connecting with Customers**

Marketing and Customer Value, Value Chain, Value delivery Process, Marketing orientation and Customer Value, Strategic Planning, Corporate and Division Strategic Planning, Business Unit Planning, Strategy Formulation and Implementation

**Unit 3****Identifying with Customers**

Identifying Market segments and Targets, Levels of Market Segmentation, Segmentation of Consumer Markets, Bases of Segmentation, Market Targeting Building Customer Value, Satisfaction and Loyalty, Customer Lifetime Value, Customer Relationship Management

**Unit 4****Capturing Marketing Insights**

MIS – Components, Analysis of Macro Environment  
Market Research Process, Measuring Marketing Productivity, Marketing Metrics, Marketing Plan Performance, Profitability Analysis  
Forecasting and Demand Management, Measures of Market Demand, Estimating Current Demand

*Neelesh Kumar*

*Ashu Arora*

**Unit 5****Analyzing the Demand**

Consumer Behavior, Factors Influencing Consumer Behaviour, Buying Decision Process, Theories of Consumer Decision Making, Key psychological Processes, Organizational Buying, Participants in buying Process, Stages in Buying Process.

**Note for Paper Setting**

The question Paper shall contain two questions from each Unit ( Total 10 Questions) and the candidate shall be required to answer one question from each unit ( total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

**Books Recommended:**

Marketing Management	Kotler, Koshy, Keller and Jha published by Pearson Education (Indian Edition)
Marketing Management published by (Global perspective Indian Context)	V.S Ramaswamy and S. Namakumari Macmillan Publishers
Marketing Management (Indian Edition)	Philip Kotler published by Pearson Education

*Neel Kishore*

*Ashu Arora*

**MBA Semester – I**

Course Title : Legal Aspects of Business  
Course No. MBA-103  
Contact Hours : 45  
Duration of Examination : 3 hours

Max. Marks : 100 Marks  
Internal Assessment : 30 Marks  
Semester Examination : 70 Marks

**Objective**

The purpose of this course is to develop an awareness of the legal aspects of the business and to briefly introduce different business laws in India significant for the managers.

**Unit-I**

Nature of Business; Introduction to Law, Indian Legal System: Kinds of Law, civil, criminal; courts of Law; Definition, scope and sources of Business Law

**Unit-II**

Company—Types, Stages in the formation of a company; Contents of Memorandum of Association; Article of Association; Prospectus.

**Unit-III**

Shares—Meaning and Kinds, Procedure for the issue and Allotment, Transfer and Transmission of Shares; Issue of Shares at Premium and at Discount, Forfeiture of Shares.

Debentures—Meaning and Types, Difference between Shares and Debentures.

**Unit-IV**

Contract Act: Nature and classification of Contracts; The Sale of Goods Act; Essentials of Contract of sale; Types of Negotiable instruments: by statute and by custom or usage.

**Unit-V**

Law and Taxation in India; Central Excise Tax; Value Added Tax; Service Tax. Consumer Protection Act: Scope and provisions; Foreign Exchange Management Act (FEMA), 1999.

**Note for Paper Setting**

The question Paper shall contain two questions from each Unit ( Total 10 Questions) and the candidate shall be required to answer one question from each unit ( total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

*Dr. S. K. Chandra*

*Dr. S. K. Chandra*

**Note**

At least one Internal Assessment must be based on presentation/case study. A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

**Books Recommended:**

Modern Business and Corporate Laws	Jain J.N., Singh P.P.; Regal Publications, New Delhi.
Legal Aspects of Business	Pathak, Akhileshwar;; Tata Mc Graw Hill, New Delhi.
Company Law	Garg K.C., Gupta, Vijay, Gupta, Poonam, Chawla , R.C.,; Kalyani Publishers, New Delhi.
Business Law	Kuchhal, M.C.; Vikas Publication House (Pvt.) Ltd., New Delhi.
Business and Corporate Laws	Gulshan , S.S. and Kapoor G.K.; New Age International (Pvt.) Ltd. Publishers, New Delhi.
Corporate Law and secretarial practice	Kapoor, N.D; Sultan Chand & Sons, New Delhi.
Company Law	Bagrial Ashok; Vikas Publication House (Pvt.) Ltd., New Delhi.
Company Law	Singh , Avtar, Eastern Book Company, Lucknow
Corporate Laws	Jain, N.K.; Deep and Deep Publications (Pvt.) Ltd., New Delhi.
Business Law	Gulshan, S.S. Excel Books, New Delhi.
Business Law for Managers	Bulchandani, K.R.; Himalayan Publishing House.

*eluhometis*

*Abhijeet Chime*



**MBA Semester – I****Course Title : Management Process and Organizational Behaviour****Course No. MBA-104**  
**Contact Hours : 45**  
**Duration of Examination : 3 hours****Max. Marks : 100 Marks**  
**Internal Assessment : 30 Marks**  
**Semester Examination : 70 Marks****Objective**

The objective of the Course is to familiarize with the processes and current issues in Management, as also analyse the dynamics of behaviour at Individual, interpersonal, group and organisational level/s. At the end of the course the participants should be able to understand appropriate interventions in directing employees' behaviour toward organisational goals.

**Unit-I**

Management process and nature of Managerial work; Historical Development of Management and Organisation Behaviour; Contemporary challenge in Management of Organisations and Behaviour; Professionalization of Management in India. Decision Making; Processes and Models;

**Unit-II**

Nature, purposes and frameworks of Planning, types of Plans and Planning premises; Organising ; approaches in organisation design and structuring, span of Management, Authority and Responsibility relationships, Delegation and decentralization; Direction as management function; Behavioural implications of Management Control.

**Unit-III**

Conceptual framework for understanding human behaviour in organizations; Individual Differences; Personality; Perception; Attitudes; Interpersonal effectiveness and self growth; The Johari Window; Transactional Analysis.

**Unit-IV**

Group Processes and Behaviour; Individual and the group; Teams; Nature and effectiveness, Team Building; Group conflict and resolution strategies; Work Stress; Concept, nature, causes and coping strategies.

**Unit-V**

Leadership: approaches and styles; leader effectiveness; Work motivation; Cross Cultural Management; International Careers; Organisation Change and Development.

*Dr. Subrata*

*Alpana Chinn*

### Note for Paper Setting

The question Paper shall contain two questions from each Unit ( Total 10 Questions) and the candidate shall be required to answer one question from each unit ( total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

### Note

A Minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

### Suggested Readings

Koontz o Donnel	:	Essentials of Management
G.R.Terry	:	Principles of Management
Robbins, Stephen P, Prantice Hall of India, New Delhi	:	Organizational Behaviour
Robbins, P.Stephens and Sanghi, Seema: Pearson Education Publicaiton	:	Organisational Behaviour
Aswathapa, K, Himalaya Publishing House	:	Text Cases and Games
Luthans, Fred Tata Mc Graw Hill, New Delhi	:	Organisational Behaviour
Kast and Rosenzweig	:	Organisation and Management – A system and Contingency Approach
Hearsay and Blanchard Prentice Hall of India, New Delhi	:	Management of Organisation Behaviour - Utilizing Human Resources
Ivacevic and Matteson Business Publications Inc Plano Texas	:	Organisation Behaviour and Management
Newstorm and Keith Davis Tata Mc Graw Hill, New Delhi	:	Organisation Behaviour – Human Behaviour at work
Tyagi, Archana Himalaya Publishing House, Mumbai	:	Organisation Behaviour – Text, Cases, Games
Nelson, Debra L and Quick And James Camp Bel Thomson : South Western College Publishing	:	Organisational Behaviour : Foundation, Realities and challenges
Slocum, John W. Jr. and Hellriegel, Don Thomson : South Western College Publishing	:	Fundamentals of Organisational Behaviour

*Neelohmetia*

*Archana*

**MBA Semester – I**

Course Title : Accounting for Managers  
Course No. MBA-105  
Contact Hours : 45  
Duration of Examination : 3 hours

Max. Marks : 100 Marks  
Internal Assessment : 30 Marks  
Semester Examination : 70 Marks

**Objective**

The basic objective of this course is to enable the management students to update their knowledge of accounting concepts and techniques and also to enhance skills in utilizing the accounting and financial information in the process of managerial decision-making.

**Unit-1****Introduction**

Financial accounting – Concept, importance and scope. Accounting as an information system. Accounting concepts, conventions and Generally Accepted Accounting Principles (GAAP). Preparation of Journal, Ledger and Trial Balance.

**Unit-2****Final Accounts**

Concepts and methods of Depreciation including Straight line method, Diminishing balance method, Insurance policy method and Depreciation fund method.

Preparation of Final Accounts – Manufacturing Account, Trading & Profit and loss A/C and Balance sheet. Adjustments in final accounts.

**Unit – 3****Management Accounting and Financial Analysis**

Management Accounting – Concept, need, importance and scope.

Financial Analysis - Ratio Analysis and Du-Pont Analysis, Preparation of Funds flow statement and Cash flow statement.

**Unit-4****Cost Accounting and Budgetary Control**

Cost Accounting – Concept, need, importance and scope. Preparation of Cost Sheet with element-wise classification of various costs.

Budget and Budgetary control including Performance Budgeting and Zero Based Budgeting.

*Asna Akhame*

*Neelakshmi*

## Unit-5

### Marginal & Standard Costing

Marginal costing and Absorption costing – their difference. Concept & utility of CVP analysis in business decision making.  
Standard costing and Variance analysis- Material Variance and Labour Variance.

### Note for paper setting

The question paper shall comprise of two questions from each unit (Total ten questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five i.e. there shall be internal choice within each unit)

### Books Recommended

J.S. Accounting Principles	Anthony R.N. and Reece, 6 <sup>th</sup> ed., Homewood, Illinois, Richard D. Irwin, 1995.
Accounting for Management Text and Cases	Bhattacharya, S.K. and Dearden J., New delhi, Vikas, 1996.
Financial Accounting	Heitger, L.E. and Matulich, Serge, , New York, Mc-Graw Hill, 1990.
Management Accounting	Hingorani, N.L. and Ramanathan, A.R., , 5 <sup>th</sup> ed., New Delhi, Sultan Chand, 1992.
Principles of Financial and Management Accounting	Horngren, Charles, etc., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
Financial and Managerial Accounting	Needles, Belverd, etc., , Boston, Houghton Miffin Company, 1994.
Financial and Management Accounting.	Vij, Madhu, , New Delhi, Anmol Publications, 1997

The list of cases and specific references including recent articles will be announced in the class during the conduct of the course.

*Jeel Kohli*

*Ashtu Aime*

**MBA Semester – I****Course Title : Computer Applications in Management****Course No. MBA-106****Contact Hours : 45****Duration of Examination : 3 hours****Max. Marks : 100 Marks****Internal Assessment : 30 Marks****Semester Examination : 70 Marks****Objective**

The objective of course is to familiarize the students with the basic concepts of Computer Systems and Information Technology

**Unit 1**

Evolution of Information Technology, Indian Computing Environment, computer applications in Business, IT enabled Services, current and Emerging Trends in IT, IT and Innovation, Process Modelling and digital convergence

**Unit 2**

Generations of programming languages, operating systems, Types of Software, Operating System, memory and storage, Input and output Devices and their mechanisms, flowcharts and system Modelling, phases of Information System, Traditional System Life Cycle, Prototypes , Application Packages, End User Involvement

**Unit 3**

Approaches to computing in organisations, Telecommunications in Business, types of networks, Functions and components, protocols, IP Addresses, Bounded and unbounded medium Technologies, ISP, Web Server, Domain Names, Mail Server, SMTP, POP3 and IMAP4

**UNIT 4**

Microsoft EXCEL, Introduction to Spread Sheet software, creation of spreadsheet, Applications using worksheets and workbooks, formatting, editing, functions, Graphics, what-if analysis. MS Power Point 2007 features and applications for customised shows and settings

**UNIT 5**

Data Base Concepts, Relational models, entities, Types of attributes , Microsoft ACCESS , creating Databases, Data Types, Primary and Secondary Keys, Forms Queries Reports, modules, MS EXCEL and MS ACCESS Connection, Exercises in MS ACCESS

*Neelam Kohli*

*Ashish*

**Note for paper setting**

The question paper shall comprise of two questions from each unit (Total ten questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted shall be five i.e. there shall be internal choice within each unit).

**Books Recommended**

Information Systems- The Foundation of  
E- Business

Steven Alter,  
Pearson Education

Information Systems for Managers

Ashok Arora & Akshay  
Bhatia, Excel Books

Introduction to Information Technology

ITL Education Solutions,  
Pearson

*Neeh Khatwala*

*Ashok Arora*

## MBA Semester – I

Course Title : Business Research Methods  
 Course No. MBA-107  
 Contact Hours : 45  
 Duration of Examination : 3 hours

Max. Marks : 100 Marks  
 Internal Assessment : 30 Marks  
 Semester Examination : 70 Marks

**Objective**

- To bring out applications of business research methods and its usefulness in managerial decision making
- To expose the students with the various research techniques and the process of applying these techniques

**Unit 1**

Measures of Central Tendency; Arithmetic Mean – for Individual Observations, Discrete Series and Continuous Series; Weighted Arithmetic Mean, Geometric Mean; Positional Measures – Median, Quartiles and Mode; Relationship between Mean, Median and Mode; Measures of Dispersion – Range, Interquartile Range, Mean Deviation, Standard Deviation; Coefficient of Variation; Skewness and Kurtosis

**Unit 2**

Correlation – Meaning, Significance and Types; Karl Pearson coefficient of correlation; Spearman's rank correlation method; Regression Analysis – Introduction, Uses and Types; Simple Linear Regression Model; Regression Coefficients; Regression Equations; Standard Error of Estimate; Coefficient of determination

**Unit 3**

Concepts of Probability; Rules of Probability – Additive, Multiplicative; Discrete Probability Distribution – Binomial Distribution and Poisson Distribution; Continuous Probability Distribution – Normal Distribution, Characteristics, Area under the normal curve.

**Unit 4**

Hypothesis – Introduction, Format and Types; Procedure of Hypothesis Testing; Errors in Hypothesis; Two-tail and One-tail test of hypothesis; Tests for significance for Attributes; Tests of Significance for Variables; Tests of Significance for Small Samples; t-distribution and its application

**Unit 5**

Non-parametric tests; Chi-Square Distribution; Chi-Square Distribution Statistic; Goodness of Fit; Analysis of Variance (ANOVA), One Way and Two Way Classifications; F-Test

*Neel Johansen*

*Ashok Arima*

**Note for Paper Setting**

The question Paper shall contain two questions from each Unit ( Total 10 Questions) and the candidate shall be required to answer one question from each unit ( total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

**Books Recommended:**

Statistical Methods

S P Gupta

Sultan Chand Publication, Edition 2009

Business Statistics

J K Sharma

Pearson Education, 2<sup>nd</sup> Edition

Business Research Methods

Zikmund, William G. (2007)

Thomson / South Western





## MBA Semester – I

Course Title : **Written Analysis and Communication (WAC)**

Course No. MBA-108  
Contact Hours : 27

Max. Marks : 50 Marks  
(Internal)

**Objective**

The primary objective of Written Analysis and Communication (WAC) offered in the first semester of MBA is to introduce students to the process of managerial communication and decision making and to enable them to write competent reports that either recommend or justify decisions based on rigorous analysis and systematic evaluation of options. The secondary objective is to refine their writing skills in general, especially managerial and analytical writing.

**Unit 1**

Business Communication : Processes and patterns ; Presentation skills: content, formatting and delivery (including audio-visual aids); Role of Non-verbal communication: grooming, business etiquettes, dress code, gestures and body language; Individual vs. Group speaking.

**Unit 2**

Analytical writing for effective decision making; Business Proposals: content and elements; Letters, Memos and other brief messages (goodwill and positive replies, acknowledgments and appreciation); Writing Resume and Job Application ; Public relation communication ( Media / Govt. Letters etc.).

**Unit 3**

Practice Cases (Two) for evaluation through class room discussion / presentation and written analysis.

**Books Recommended:**

- Krizen, A.C. "Buddy", Patricia Merrier, Joyce Logan, Karen Williams, Business Communication, Thomson (India Ed. ), 7<sup>th</sup> Ed. (2008)
- Bovee, C.L. and John V.Thill, Business Communication Today, Mc Graw Hill (International Edition)
- Lesiker, Raymond V. and John D. Pettit Jr. Business Communication – Theory and Applications, Richard D. Irwin, Inc, 6<sup>th</sup> Ed.
- Emden, Joan Van and Lucinda Becker, Presentation Skills for Students, Palgrave Mac Millan (2004)

*Neel Khandelwal*

*Ashish Arora*

**Suggested Readings : (Articles / Papers)**

- Garvin, D.A. & Roberto, M.A.(2001). What You Don't know about Making
- Hammond, J.S., Keeney, R.L., & Raiffa, H.(1999) Making Smart Choices. Chapter 1 of *Smart Choices : A practical Guide to Making Better Decisions*. Boston Massachusetts : Harvard Business School Press.
- Henning, K (2003). Brevity isn't enough – You need to Write Tight. *Harvard Management Communication Letter*, 6(2), 3-4.
- Robinson, P.(1994). Description Vs Analysis. Extract taken from *Snapshots from Hell : The making of an MBA*. London : Nicholas Brealey, 128-131.

Neel Khotwala

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