

SHRI VENKATESHWARA UNIVERSITY GAJRAULA



School of Commerce and Management

**Syllabus
Session-2019-20 onwards**

Master of Business Administration (MBA)

Year: 1 Semester: II

S.N.	Subject Code	Subject	EVALUATION SCHEME								
						SESSIONAL EXAMS			ESE	Total	Credit
			L	T	P	CT	TA	Total			
1.	MBA-211	Organizational Behavior	3	2	-	20	10	30	70	100	4
2.	MBA-212	Financial Accounting	3	2	-	20	10	30	70	100	4
3.	MBA-213	Business Ethics	3	2		20	10	30	70	100	4
4.	MBA-214	Research Methodology	3	2		20	10	30	70	100	4
5.	MBA-215	Opt any One Financial Management	3	2	-	20	10	30	70	100	4
	MBA-216	Management Accounting	3	2	-	20	10	30	70	100	4
6.	MBA-217	Opt any one System Analysis and Design	3	2	-	20	10	30	70	100	4
	MBA-218	Business Statistics	3	2	-	20	10	30	70	100	4
		Total	18	12	-			180	420	600	24
7	MBA-219	Environmental Studies (Non-CGPA)	2	-		20	10	30	70	100	2

Master of Business Administration (MBA)
2019-20 onwards
Semester-II

ORGANIZATIONAL BEHAVIOR (MBA- 211)

Credit Hours: 4

Course Objective:

To familiarize the students with the basic concepts and principles of management. The students should clearly understand the definitions of different areas of management. This course will facilitate students to understand and describe specific theories related to perception, motivation, leadership, job design, and organizational change. Also this will help the student to demonstrate effective teamwork behavior by learning the concept of group dynamics and conflict management. The course will help them evaluate methods of motivating and rewarding individuals & group and integrate individual, group, and organizational level concepts.

UNIT I (9 sessions)

Evolution of Management Thought: Scientific Management, Classical Organization Theory School, Management Science School, Behavioral School, Systems Approach and Contingency Approach.

Concept of Management: Definition, Need, Concept and Nature of Management, Skills & Management Levels, Managing in Present Competitive Environment.

UNIT II (8 sessions)

Process of Management: Planning; Organizing- departmentalization, Line and Staff relationship; Directing; Coordinating & Controlling; Decision Making; Authority and Responsibility.

UNIT III (8 sessions)

Elements of Human Behavior at Work: Definition, Concept, Need, Importance and Foundations of Organizational Behavior, Personality, Perceptual Processes, Management and Behavioral applications of Personality, and Perception.

UNIT IV (6 sessions)

Psychological Variables and Communication Technology: Learning; Values and Attitudes; Motivation; Management and Behavioral Applications of Attitude and Motivation on Performance.

UNIT V (9 Sessions)

Leadership : Style and Functions of Leader, Transformational -Transactional, Charismatic-Visionary Leadership, Likert's Four Systems of Leadership and Managerial Grid.

Organizational Conflict: Concept, classification, process and conflict resolution strategies;

Organizational Culture: Concept, Process and Implications of Organizational Culture;

Organizational Change: Concept, Nature, Kurt Lewin Theory of Change, Implementing Change, Managing Resistance to Change.

COURSE OUTCOME:

- 1: Comprehending the nature, functioning and design of organizations as social collectives
- 2: To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.
- 3: Develop practical insights and problem solving capabilities for effectively managing the Organisational processes)
- 4: Analysing the behavior of individuals and groups in organizations.

SUGGESTED READING:

1. VSP RAO-Managing Organization (EXCEL 1 EDITION)
2. Chaturvedi& Saxena -Managing Organization (Himalaya Publication)
3. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
- 4 Robbins-Organization Behavior -15 e Prentice hall
5. Koontz Harold & Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2008)
6. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata McGraw Hill, 12th Edition)

Course Objective:

The main objective of financial accounting is to accurately prepare an organization's final accounts for a specific period, otherwise known as financial statements. The three primary financial statements are the income statement, the balance sheet and the statement of cash flows

Unit - I Meaning and Scope of Accounting, Accounting Principles, Accounting Equation, Accounting Conventions and Postulates, Double Entry System of Accounting.

Unit - II Hire Purchase and Installment Payment System.

Unit - III Royalty Accounts, Insolvency Accounts of Individuals.

Unit – IV Departmental and Branch accounting.

Unit – V Admission of New Partners, Retirement and Death of a Partner, Dissolution of Partnership.

COURSE OUTCOME:

1. Understand and apply accounting concepts, principles and conventions for their routine monetary transaction;
2. Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.
3. Create and Prepare financial statements in accordance with Generally Accepted Accounting Principle
- 4.Utilize the technology (such as computers, information databases) in facilitating and enhancing accounting and financial reporting processes

Suggested Reading:

- 1 .Lal, Jawahar, Accounting: Theory and Practice, Himalaya Publishing House, New Delhi
2. Sehgal, Ashok, Sehgal, Deepak, Advanced Financial Accounting. Taxmann's, New Delhi
3. Sharma, D.G., Financial Accounting, Taxmann's, New Delhi
4. Baker, Richard , Advanced Financial Accounting, Tata McGraw Hill, Publishing Company, New Delhi
5. Maheshwari, Advanced Accounting, Vikas Publishing House, New Delhi

Objective: The basic objective is The job security, better working condition, and proper salary can be achieved by the good business ethics. Good relationship and business in the society can also be developed with the business ethics. It helps us to increase the profit and economic growth of the business with ethics.

Unit I- Business Ethics- An overview-Concept, nature, evolving ethical values, Arguments against business Ethics.

Unit II- Work life in Indian Philosophy: Indian ethos for work life, Indian values for the work place, Work-life balance.

Unit III- Relationship between Ethics & Corporate Excellence-Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM.

Unit IV- Gandhian Philosophy of Wealth Management-Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins.

Unit V- Corporate Social Responsibility-Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.

COURSE OUTCOME:

- 1 – Explore the relationship between ethics and business and the subsequent theories of justice and economics across different cultural traditions.
- 2 – Explain the relationship between ethics, morals and values in the workplace.
- 3 – Formulate ethical philosophy to explain how it contributes to current practice.
- 4 – Appraise some of the competing demands on business when scrutinizing the ethics of business activity.

Suggested Books:

1. Koltar, Philip Marketing Management
2. Stanton, Etzel Walker, Fundamentals of Marketing
3. Saxena Rajan Marketing Management
4. McCarthy, FJ Basic Marketing

RESEARCH METHODOLOGY (MBA-214)

Credit Hours: 4

Course Objective: The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

UNIT I (8 Sessions)

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

UNIT II (6 Sessions)

Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design, Collection of Data.

UNIT III (8 Sessions)

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

UNIT IV (10 Sessions)

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT V (8 Sessions)

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

COURSE OUTCOME

1. demonstrate knowledge of research processes (reading, evaluating, and developing)
2. perform literature reviews using print and online databases
3. employ American Psychological Association (APA) formats for citations of print and electronic materials
4. identify, explain, compare, and prepare the key elements of a research proposal/report

Suggested Readings:

1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers)
2. Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007)
2. Cooper and Schindler - Business Research Methods (Tata McGraw Hill, 9th Edition)
3. C. Murthy- Research Methodology (Vrinda Publications)
4. Bhattacharyya-Research Methodology (Excel Books)
5. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)

Course Objective

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

Unit I (6 Sessions)

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Concept of Risk and Return

Unit II (8 Sessions)

Capital Budgeting Decisions, Calculation of NPV and IRR, Cost of Capital, Concept of Opportunity Cost, Cost of Preference and Equity capital, Cash Flows as Profit and components of Cash Flows

Unit III (10 Sessions)

Capital Structure, Relevance and Irrelevance of Capital Structure, Trade-off Theory, Pecking order Theory, Leverage analysis – financial, operating and combined leverage along with its implications, Dividend Relevance: Walter and Gordon Model, Miller-Modigliani(MM) Hypothesis, Linter Model of Corporate Dividend Behaviour, Forms of Dividends

Unit IV (10 Sessions)

Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Trade Credit, Accrued Expenses and Deferred Income, Bank Finance for Working Capital

Unit V (6 Sessions)

Nature, Need, Objective of Inventory Management, Inventory Management Techniques, Inventory Control Systems, Factoring, Facets of Cash Management, Motives for Holding Cash

COURSE OUTCOME:

1. Understand the practical application of time value of money and evaluating long term investment decisions
- 2 Developing analytical skills to select the best source of capital ,its structure on the basis of cost of capital
- 3 Understand the use and application of different models for firm's optimum dividend payout.
- 4 Understand the recent trends of primary and secondary market and developing skills for application of various financial services.

SUGGESTED READINGS:

- 1) Pandey I M - Financial Management (Vikas, 2004, 10th Ed.)
- 2) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
- 3)Shapiro- Multinational Financial Management (Wiley Dreamtech)
- 4)Sheeba kapil-Fundamental of financial management (Pearson)
- 5) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
- 6) Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
- 7) Knott G - Financial Management (Palgrave, 2004)
- 8) Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education, 2004)
- 9) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

Course Objective

The objective of the course is to enable students to acquire knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

Learning Objective: The objective of the Learning is to enable students to acquire knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

Unit I: Management Accounting – Management Accounting: Meaning, Nature, Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. financial accounting and cost accounting. Tools and techniques of management accounting

Unit II: Financial statement: Meaning, Importance, Limitations of financial statements, Objectives and methods of financial statements analysis, Ratio analysis, Classification of ratios – Profitability ratios, Turnover ratios, and Financial ratios, Advantages of ratio analysis, Limitations of accounting ratios.

Unit III: Ratio analysis- Introduction ,Definition, interpretation of ratio, objectives and advantage of ratio analysis, limitation of ratio analysis, classification of ratio, current ratio, Liquid ratio, cash ratio, fixed asset ratio.

Unit IV: Variance Analysis: Material & Labour variance –Meaning of variance analysis, classification of variance, Importance of variance analysis,Managerial uses of variance analysis MCV,MPV,MUV, LCV,LPV,LUV

Learning Outcome:

1. Recognize the basics of attaching products to services, process costing and activity based costing
2. Recall how to budget efficiently and measure performance by analyzing standard costs
3. Identify joint allocation principles and effective decision making skills for accounting managers

Suggested Readings:

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. MarYoung, *Management Accounting*, Prentice Hall.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, *Introduction to Management Accounting*, Prentice Hall of India.
3. Drury Colin, *Management and Cost Accounting*, Thomson Learning.
4. Garison R.H. and E.W. Noreen, *Managerial Accounting*, McGraw Hill.
5. Ronald W. Hilton, *Managerial Accounting*, McGraw Hill Education.
6. Garison R.H. and E.W. Noreen, *Managerial Accounting*, McGraw Hill.
7. Ronald W. Hilton, *Managerial Accounting*, McGraw Hill Education.
8. Jawahar Lal, *Advanced Management Accounting, Text, Problems and Cases*, S.Chand & Co., New Delhi

CUSTOMER RELATIONSHIP MANAGEMENT (MBA-217) Credit Hours: 4

COURSE OBJECTIVES:

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

UNIT I (8 Sessions)

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation

UNIT II (8 Sessions)

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

UNIT III (8 Sessions)

Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales

UNIT IV (8 Sessions)

Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.

UNIT V (8 Sessions)

Customer Relationship Management: Emerging Perspectives: Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural

CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry .

Course Outcomes:

- 1.The students would be able to identify the benefits of value creation for the customers.
- 2.Gained an understanding of key concepts , technologies and best practices of CRM
- 3.Be able to measure the customer equity and the importance of customer retention to the organization
- 4.Be able to analyze the different processes and design the strategic framework for CRM integration in the existing functions of the organizations

Suggested Readings

1. Alok Kumar Rai : Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning
2. Simon Knox, Adrian Payne, Stan Maklan: Customer Relationship Management- Routledge Inc.
3. Bhasin- Customer Relationship Management (Wiley Dreamtech)
4. Dyche- Customer relationship management handbook prentice hall
5. Peelan-Customer relationship management prentice hall
6. Kristin Anderson, Carol Kerr : Customer relationship management, McGraw-Hill Professional
7. Chaturvedi-Customer Relationship Management(Excel Books)
8. Sheth J N, Parvatiyar A. and Shainesh G. : Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
9. Lumar- Customer Relationship Management (Wiley India)

Course Objective

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

Unit I (8 Sessions)

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation , Coefficient of Variation (C.V.) , Skewness, Kurtosis.

Unit II (8 Sessions)

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Unit III (10 Sessions)

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Correlation:- Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression:- Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.

Unit IV (8 Sessions)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit V (6 Sessions)

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.

Course outcome:

CO1. Gaining Knowledge of basic concept / fundamentals of business statistics.

CO2. To develop practical understanding of various statistics concepts.

CO3. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.

CO4. Evaluating basic concepts of probability and perform probability theoretical distributions.

SUGGESTED READINGS

1. Bhardawaz-Business Statistics (Excel Books)
2. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
3. Black- Business Statistics (Wiley Dreamtech)
4. Sharma J K - Business statistics (Pearson education 2nd edition)
5. Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
6. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).
7. Beri - Business Statistics (Tata Mc Graw Hill ,2nd Edition).
8. Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition)

Unit-I

Fundamentals of Environmental Management: Definition, principles and scope; Types and components of environment; Man- environment relationship; Causes of environment destruction; Environmental ethics; Environment Awareness Programmes.

Unit - II

Natural Resources - Awareness: Eco-system, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Bio-diversity, Conservation of natural resources.

Unit- III

Environmental Protection - Policies & Legislations: National environment policy, Environmental Legislations, International conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.

Unit- IV

Environment Management System: ISO-14000, Environment Audit, Eco-Friendly products (Ecomark), Green Industry.

Unit - V

Environmental Impact Assessment (EIM): EIM-Methods and tools, Appraisal and clearance for industry, Evaluation Systems.

COURSE OUTCOME:

1. Appreciate the ethical, cross-cultural, and historical context of environmental issues and the links between human and natural systems.
2. Understand the transnational character of environmental problems and ways of addressing them, including interactions across local to global scales.
3. Apply systems concepts and methodologies to analyze and understand interactions between social and environmental processes.
4. Reflect critically about their roles and identities as citizens, consumers and environmental actors in a complex, interconnected world.

References:

1. N.K.Oberoi - Environmental Management, Excell Books.
2. G.N.Pandey - Environmental Management, Vikas.
3. K.M.Agrawal & P.K.Sikdar - Text Book of Environment, Macmillan.
4. L.W.Canter - Environmental Impact Assessment, Tata McGraw Hill.