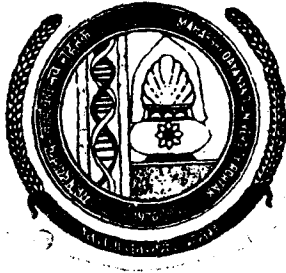


# Maharshi Dayanand University Rohtak



Ordinances, Syllabus and Courses of  
Reading for  
M.B.A. 5 years III&IV Semester  
Examination

Session—1998-99

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## **ORDINANCE : FIVE YEAR INTEGRATED MASTER'S OF BUSINESS ADMINISTRATION PROGRAMME**

1. The duration of the 5-year Integrated M.B.A. programme shall be five academic years. Each year shall be divided into two semesters. Thus, the programme shall be comprising of 10 semesters. This programme is divided into two modules.

Module-I shall be comprised of first six semesters i.e. three academic years. On the completion of this module, the students will be awarded Bachelor's Degree in Business Administration.

Module-II shall be comprised of 7th through 10 semesters (4 semesters) i.e. two years. On the completion of Module-2, the students will be awarded the Master's Degree in Business Administration.

2. Unless the candidate successfully completes Module-I, he will not be promoted to the 7th semester i.e. first semester of Module-2. A candidate can complete this module within a maximum period of 5 years. Similarly a candidate can complete Module-2 in a maximum period of 4 years. Thus the total duration of the programme shall be 9 years.
3. The examination for the 1st, 3rd, 5th, 7th and 9th semesters shall ordinarily be held in the month of December and or the 2nd, 4th, 6th, 8th and 10th semesters in the month of April/May or on such dates as may be fixed by the Vice-Chancellor.

A special examination for 6th and 10th semesters may be held as per the decision taken by the Vice-Chancellor from time to time. The Vice-Chancellor, on the recommendation of the Director, IMSAR, will allow the concerned candidates to appear in this examination.

4. Last date for receipt of admission forms and fees shall be fixed by the Vice-Chancellor from time to time.
5. A supplementary examination for the first, third, fifth, seventh and ninth semesters examination will be held alongwith their regular first, third, fifth, seventh and ninth semesters examinations in December/January and second, fourth, sixth, eighth and tenth semesters examinations will be held alongwith regular second, fourth, sixth, eighth and tenth

semesters examinations which will be held normally during the months of May/June. A candidate on the rolls of the Department of M.B.A. or an ex-student shall submit his application for admission to an examination on the prescribed form with the requisite certificate duly countersigned by the Director, IMSAR or a senior member of the teaching staff nominated by him.

6. The Director, IMSAR shall forward to the Controller of Examinations atleast 2 weeks before the commencement of the examination of each semester a list of the students who have satisfied the requirement of rules and are eligible to appear in the examination.
7. Admission to the First Semester of the 5-year Integrated M.B.A. programme will be open to candidates who have passed:-
  - (a) Senior Secondary Examination (10+2) with 50% marks in aggregate from a recognised Board of Education or
  - (b) an equivalent examination from the Education System of India and Abroad.
  - (c) In case of SC/ST/socially Backward Categories, the applicant should have secured 45% marks.
8. Each candidate shall be examined in the subject(s) as laid down in the syllabi prescribed by the Academic Council from time to time.
9. 25% marks in each written paper excluding Training Report, Project Report and Viva-Voce shall be assigned for internal assessment. The question paper will be jointly set by internal and external examiners. The internal examiner will send a set of 15 questions to the external examiner who will then finalise paper by selecting 8 questions. He may change the form of question(s) but ordinarily without changing the substance. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, Board of Studies in Management Studies. Both the Internal and External Examiners will be entitled for remuneration as per the pattern approved by the University for the two year full time M.B.A. programme.

10. The answer books will be examined only by the external examiner. The Director of the Institute shall forward the internal assessment marks obtained by the students in each paper to the Controller of Examinations atleast 2 weeks before the commencement of the semester examination. This internal assessment will be done in different courses by the concerned teachers in the following manner:
- i) 5 marks will be allotted for written case analysis (WCA)/written assignment in each course;
  - ii) 10 marks be allotted for participation in seminars/class participations; and
  - iii) 10 marks will be allotted for internal Assessment Test. In each course, there will be atleast one mid-semester test which would be arranged by the concerned faculty member.

The concerned teachers shall preserve records on the basis of which the internal assessment awards have been given atleast till the end of one month from the date of declaration of the semesters examinations results. If needed, the same could be inspected by the University authorities.

11. The Ist Semester's Examination shall be open to a regular student who;
- i) has been on the rolls of the Institute during the first semester;
  - ii) has attened not less than 75% of the lectures in the semester; and
  - iii) has obtained pass marks in the internal assessment in the papers for which he/she is a candidate.
12. The 2nd, 3rd, 4th, 5th and 6th semester examination shall be open to a regular student who:-
- i) has attended not less than 75% of lectures in the respective semester;
  - ii) has been on he rolls of the Institute during the semester preceding the respective semester examinations;
  - iii) has obtained pass marks in the internal assessment in the papers of the relevant semester of which he/she is a candidate.
  - iv) has passed atleast 50% of the written papers in the preceding semester examinations.

13. The VIIth Semester Examination shall be open to a regular student who:-
- i) has completed Module-One of the 5-year Integrated M.B.A. programme;
  - ii) has been on the rolls of the Institute during the VIIIth Semester;
  - iii) has obtained pass marks in the internal assessment in the papers of the relevant semester of which he/she is a candidate.
14. The 8th, 9th and 10th Semester Examinations shall be open to a regular student who:
- i) has attended not less than 75% of the lectures in the respective semester;
  - ii) has been on the rolls of the Institute during the semester preceding the respective semester examinations;
  - iii) has obtained pass marks in the internal assessment in the papers of the relevant semester of which he/she is a candidate.
  - iv) has passed atleast 50% of the written papers in the preceding semester examinations.

**Explanation:**

50% of 7 papers will be taken as 4:

15. The seats found vacant in the programme in the VII semester shall be filled as per the procedure laid down by the Institute's Committee of the Faculty.
16. The medium of instruction and the examination shall be English.
- 17.(a)The minimum percentage of marks to pass the examination in each semester will be
- i) 40% in each written paper and internal assessment separately;
  - ii) 40% in external and internal evaluation in case of Training Report;
  - iii) 40% in Viva-Voce Examination;
  - iv) 50% in the aggregate in each semester examination.

- (b) A candidate who has completed the prescribed course of instruction in the Institute for any semester examination but does not appear/re-appear in the concerned paper(s) or having appeared fails, may be allowed, on the recommendations of the Director of the Institute to appear/re-appear in the concerned paper(s) as the case may be at the next-supplementary special examination and the next regular examination when as such examination is held, without attending the classes. While re-appearing in the examination, the candidate shall be exempted from re-appearing in the paper(s), project Report, Viva-Voce in which he has obtained atleast 50% marks including the marks for Internal Assessment, where prescribed, such a candidate, in the mean time, may prosecute his studies for the next higher semester(s) and appear in the examination(s) for the same along with the examination for lower semester(s). If a candidate fails to pass in any semester examination even in the 3rd chance as mention above, he may be allowed one additional chance on valid reasons to appear in the examination, when held. If the candidate still fails to pass, he will have to repeat the paper(s) concerned as a regular student in the Institute whenever, the relevant paper(s) are offered in future. Such repetition shall be allowed only once in the concerned paper(s).
- c) Provided that a candidate shall have to secure at least 40% marks separately as well as jointly with internal assessment in not less than 50% of the written papers prescribed in that semester failing which he shall not be permitted to continue his studies for the next higher semester and shall be required to repeat all paper(s) or the concerned semester as a regular student as and when these paper(s) is/are offered. In such a case, the repetition of paper(s) will be allowed only once.
18. The amount of examination fee to be paid by a candidate for each semester examination shall be Rs. 100/- for full papers, Rs. 110/- for special and supplementary examinations.
19. A candidate whose result is declared late without any fault on his/her part, may attend classes for the next higher semester provisionally at his on risk and responsibility, subject to his/her passing the concerned semester examination. In case, a candidate fails to pass the concerned semester examination, his/her attendance/internal assessment in the next higher semester in which he was allowed to attend classes provisionally will stand cancelled.

20. The internal assessment awards of a candidate fails in any semester examination, shall be carried forward the next examination provided that a candidate who has obtained the pass marks in the internal assessment of any paper(s) will not be allowed to take examination in the said paper(s) in the relevant semester unless he/she repeats the course in the paper(s) concerned and obtains minimum pass marks in internal assessment.
21. As soon as possible, after the termination of the semester examination, Controller of examinations shall publish a list of the candidate who have passed the semester examination.
22. Every student of MBA shall be required undergo a practical training in an organisation approved by the Institute for eight weeks normally in the summer vacation after the end of the eight semester examination.

The candidate shall be required to have an exposure of the actual functioning of the organisation concerned and complete the specific project of his/her training. The work done by the candidate during the period of training shall be submitted in the form of a Training Report. The candidates shall be required to submit three copies of the Training Report type-written in double space in the office of the Controller of Examinations through the Director, IMSAR. The last date for the receipt of Training Report in the office of the Controller of Examinations shall be one month after the date of completion of training provided that in exceptional cases, the Vice-Chancellor on the recommendation of the Director, IMSAR may extend the last date of the receipt of the training report.

The report shall carry 100 marks and the evaluation shall be done as under :-

- i) External evaluation consisting of 50 marks will be undertaken by the External Examiner to be appointed by the Vice-Chancellor on the recommendations of Board of Studies in Management Sciences.
- ii) Internal evaluation consisting of 50 marks will be based on presentation of training report by the candidate before the Faculty Members of the Institute. The marks will be awarded by a Board of three examiners to be appointed by the Director of the Institute from out of its faculty.

23. i) Each student will be required to undertake the course on Project Report in Xth Semester. The topics for these projects will be assigned and approved by the Director, IMSAR in consultation with the supervisor in the meeting of Committee of Institute's Faculty.
- ii) Each candidate will have to submit three copies of the Project Report in the office of the Director, IMSAR atleast one month before the commencement of the 10th semester examination. Provided that, in exceptional caases, the Vice-Chancellor may, on the recommendations of the Director, IMSAR, extend last date of receipt of the Project Report.
- iii) Each report will be evaluated jointly by one internal examiner and one external examiner to be appointed by the Vice-Chancellor on the recommendations of the Director, IMSAR. In case, the difference in marks awarded by them is less than or equal to 30% of the maximum marks, the average of the two will be taken as final awards. In case the difference is more than 30% of the maximum marks, the Project Report will be sent to a third examiner who will be appointed by the Vice-Chancellor on the recommendations of the Director, IMSAR. The awards given by the third examiner will be taken as the final awards.
- iv) The marks obtained by the candidate in the Project Report will be taken into account when he/she appears in any future examination.
24. The Viva-voce Examination shall be conducted by a Board of Examiners to be appointed by the Vice-Chancellor on the recommendations of the Director, IMSAR, comprising of the following members:-
- a) Director, IMSAR
  - b) One External Academician pertaining to the discipline of Management;
  - c) One Business Executive/Administrator from reputed Organisation.
- 50% of the members i.e. 2 members shall from the quorum.



25. The list of successful candidates after the sixth semester examination shall be arranged, as under in two divisions on the basis of the aggregate marks obtained in his Bachelor's Degree of Business Administration:
- a) those who obtain 60% or more marks      First Division
  - b) those who obtain 50% or more marks      Second  
but less than 60%      Division
  - c) Candidates who pass all the six semester examinations at the first attempt obtaining 70% or more marks of the total aggregate shall be declared to have passed with distinction.
26. The list of successful candidates after the 10th semester examination shall be arranged as under, in two divisions on the basis of the aggregate marks obtained in the VII, VIII, IX and X Semesters examination taken together and the division obtained by the candidate will be stated in his degree of Master of Business Administration :-
- (a) those who obtain 60% or more marks      First Division
  - (b) those who obtain 50% or more marks but      Second  
less than 60% marks      Division
  - (c) Candidates who pass all the four semester examinations at the first attempt obtaining 70% or more marks of the total aggregate shall be declared to have passed with distinction.
27. No improvement facility shall be provided to students of Five Year Integrated MBA Programme. However, the grace marks will be allowed as per University rules.
28. Notwithstanding the integrated nature of this course which is spread over more than one academic year, the ordinance in force at the time a student joins the course shall hold good only for the examination held during or at the end of the academic year and nothing in this ordinance shall be deemed to debar the University from amending the ordinance and the amended ordinance, if any, shall apply to all student whether old or new.

**CURRICULUM AND SCHEME OF EXAMINATIONS OF  
FIVE YEARS INTEGRATED MBA PROGRAMME**

1998—99

**IIIrd SEMESTER**

Paper No.	Title of the Papers	Total No. of Credits	External Marks	Internal Marks	Duration of Exam.
imba-301	Managerial Skills	3	75	25	3 hrs.
imba-302	Basic Costing	3	75	25	3 hrs.
imba-303	Business Laws	3	75	25	3 hrs.
imba-304	Economics	3	75	25	3 hrs.
imba-305	Data Base Management Systems	3	75	25	3 hrs.
imba-306	Personnel Management	3	75	25	3 hrs.

**IVth SEMESTER**

imba-401	Seminar Course on Value and Ethics	3	75	25	3 hrs.
imba-402	Taxation	3	75	25	3 hrs.
imba-403	Organisational Behaviour	3	75	25	3 hrs.
imba-404	Management Accountancy	3	75	25	3 hrs.
imba-405	Programming in C Language	3	75	25	3 hrs.
imba-406	Marketing Management	3	75	25	3 hrs.

Note :—In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt Five questions out of 8 questions.

**Five Year Integrated MBA Course  
3rd & 4th Semester**

imba 301 **MANAGERIAL SKILLS**

External Marks : 75

Internal Marks : 25

Time : 3 hrs.

Note :—In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt Five questions out of 8 questions.

**Unit-I Managerial Skills**

Meaning and nature of Managerial skills; technical human, conceptual and design, the relative importance of these skills; their relation with the hierarchical levels of Management.

**Unit-II Human Skills**

Understanding human beings and their motives, elements of sound motivational system and different kinds of motivation, training and supervisory skills.

**Unit-III Conceptual and Design Skills**

Meaning and Definition of the problem; anticipating relevant variables affecting a problem and ability to correlate and analyze the relevant variables the process of recommending a feasible solution; effective decision making, Brainstorming, steps and rules in brainstorming; tips of decisions of importance.

**Unit-IV Leadership Skills**

Meaning and importance; functions of a leader; Qualities of leader; ways of effective leadership.

**Unit-V Communications and Co-ordination Skills**

Meaning and importance, components of communication skills—Reading, writing, speaking and listening; ways of improving these skills.

imba 302 **Basic Costing**

External Marks : 75

Internal Marks : 25

Time : 3 hrs

Note :—In each Course of Studies of Five years Interated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt 2 questions out of 8 questions.

## **Objectives**

The objective of the course is to develop an understanding about the different elements of cost and methods of costing.

### **Unit-I**

Introduction, objectives, importance of Cost Accounting, Types of costing, Installation of costing system, Difference between Cost Accounting and Financial Accounting.

### **Unit-II**

Material Control, objectives of material control, Material Purchase procedure, receiving and inspection, classification and codification of materials.

Material issue procedure, bills of material, return of material, transfer of material.

Stores records—bin cards, stores ledger, pricing of material issues.

### **Unit-III**

Labour cost control, its importance; time keeping, time booking and their objectives; methods of time keeping and time booking. Time and Motion study. Job evaluation and merit rating, treatment & control of labour turnover, idle time, over-time system of wage payment.

### **Unit-IV**

Overhead Accounting and Analysis.

### **Unit-V**

Methods of costing : Job, Process and contract costing.

NOTE : In the question paper in all 8 questions will be set out of which the students are expected to attempt 5 questions.

## **Suggested Readings**

1. Advanced Cost Accounting—Jain & Narang.
2. Cost Accounting—S.N. Mittal.  
Cost Accounting—B.K. Bhar.
3. Principles and Practice of Cost Accounting—N.K. Prasad.

**imba 303 : Business Laws**

External Marks : 75

Internal Marks : 25

Time : 3 hrs.

Note : - In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt 5 questions out of 8 questions.

**Objectives**

The course is designed to assist the students in understanding basic laws affecting the operations of a business.

**Contents**

The Indian Contract Act, 1872. Essentials of a valid contract Void Agreements. Performance of Contracts. Breach of contract and its remedies. Quasi-contracts. The sale of Goods Act, 1930 : Formation of contract : conditions and warranties. Transfer of property. Performance of Contract : Rights of an unpaid seller. The Negotiable Instruments Act, 1881 ; Nature and types, Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. The Companies Act, 1956. Nature and types of Companies, Formation, Memorandum and Articles of Association, Prospectus. Allotment of Shares. Shares and Share capital, Membership, Borrowing Powers, Management. and meetings, winding up.

**Suggested Readings**

- |                |                |
|----------------|----------------|
| 1. N.D. Kapoor | Commercial Law |
| 2. Avtar Singh | Company Law    |
| 3. M.G. Sukla  | Mercentile Law |

**imba 304 Economics**

External Marks : 75

Internal Marks : 25

Time : 3 hrs

Note :—In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt Five questions out of 8 questions,

**Unit-I**

Economics : It's definition, nature & scope, Basic Elements of supply & demand— the demand & supply curve, equilibrium with supply and demand curve; elasticity of demand supply; utility & equimarginal utility; Doctrine of consumer surplus; Indifference curves— price, Income & substitution effects.

**Unit-II**

Theory of Production : Production function, total average in marginal product; The law of diminishing returns; Analysis of costs—fixed and variable cost, marginal cost, average cost, and the link between production & cost.

**Unit-III**

Supply and allocation in competitive markets : in perfect competition and the monopoly problems; determination of price under oligopoly and Monopolistic competition.

**Unit-IV**

Distribution—Rent, It's nature Ricardian and Modern theory of Rent; Theory of Capital, Interest and Profits.

**Unit-V :**

Macro Economics, Fundamental concepts. Micro Economics Vs Macro Economics; objective and instruments of Macro Economics; National Income and product accounts, the basic multiplier model.

**Imba 305 Data Base Management Systems**

Extraal Marks : 75

Internal Marks : 25

Time 3 hrs

**NOTE :** In the question paper in all 8 questions will be set out of which the students are expected to attempt 5 questions

**Unit-I**

Concepts of data base; objectives of data base; Advantages and disadvantages of data base; Entries and attributes : relationships (1:1, 1:M, M:1, M:M) between them.

## **Unit-II**

Scheme and sub-scheme; Data Models : Relational, Hierarchical, Plex; Data Base Management System; Types of Data Base Management System, Functions of Data Base Management Systems.

## **Unit-III**

Data Independence logical and physical; Data Administration; Distributed data base; Data compactation/Methods of Data compactation.

**NOTE :** In the question paper in all 8 questions will be set out of which the students are expected to attempt 5 questions.

## **References**

1. An Introduction to Data base Systems by C.J. Data Narosa Pub.
2. Computer Data Base Organisation by James Martin PHI.

## **imba 306 Personnel Management**

External Marks : 75

Internal Marks : 25

Time : 3 hrs

**Note :—**In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt Five questions out of 8 questions.

## **Objectives**

### **Unit-I**

**Personnel Management :** Definition, Nature, objectives. Changing Scope of Personnel Management and its growth. Challenges to modern personnel management, Personnel Management environment in India. Role of personnel management in organisation, Personnel functions personnel policies.

### **Unit-II**

**Procurement :** Job analysis—Nature & uses, Methods of Collection job analysis information, job description, job specifications, Human Resource Planning—Significance & Process,

**Demand and Supply of Human resources. Recruitment—Sources & Methods, Selection-criteria and process, orientation and socialisation.**

### **Unit-III**

**Development : Concepts of Training and Development. Need for and benefits of training, Assessing training needs, Training techniques. Management Development—Nature & purpose, Approaches for developing managers Job Rotation, Coaching, Junior Board, Case method, Role Planning, Management Games Career Management—Concept of Career, Career choices, Career planning and Pathing, Managing promotions & transfers.**

### **Unit-IV**

**Compensation : Objectives, Rationale of financial compensation, External influences on compensation, components of pay structure, Methods of pay fixation, incentives financial non-financial, Incentives for the employees, managers, organisation wide incentives plans, employee benefits & services, performance appraisal—Techniques, problems and issues.**

### **Suggested Readings**

- |                           |   |
|---------------------------|---|
| <b>Dwnedi, R.S.</b>       | <b>Personnel Management<br/>Oxford &amp; IBH Publishing Co., 1992.</b>                          |
| <b>Dessler Gary</b>       | <b>Human Resource Management<br/>Prentice Hall Inc. Englewood Cliffs,<br/>1994.</b>             |
| <b>Beach, Dale</b>        | <b>Personnel—The Management of people<br/>at work, McMillan Inc New York<br/>(USA).</b>         |
| <b>Sharma. A.M.</b>       | <b>Personnel and Human Resource<br/>Management Himalaya Publishing<br/>House, Bombay, 1995.</b> |
| <b>Werther and Davis</b>  | <b>Human—Resources and Personnel<br/>Management Mc Graw Hill, Inc. 199.</b>                     |
| <b>Bhagoliwal, T.N.</b>   | <b>Personnel Management and Industrial<br/>Relations., Sahitya Bhawan, Agra.</b>                |
| <b>Irancevich, John M</b> | <b>Human Resource Management, Richard<br/>D. Irwin, 1995.</b>                                   |



Venkatratram and  
Srivastva

Personnel Management and Human  
Resources Tata Mc-Graw Hill, New  
Delhi, 1994.

#### **IVth SEMESTER**

imba 401 **Seminar Course on Values and Ethics**

External Marks : 75

Internal Marks : 25

Time 3 hrs

Note :—In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt Five questions out of 8 questions.

#### **Unit-I Conceptual Dimension**

Values, Norms, Traditions, Customs, Ethics, Ethos, Aesthetics, Heritage, Moorings, Mores, Culture and Cultural Traits.

#### **Unit-II Traditional basis of Indian Society**

Verna, Ashram system, Sanskara, Hinduism and its basic tenets, Unity in Diversity. The Nature of Diversities-Languages Religious, castes, Tribes, Races and Ethnicity.

#### **Unit-III Sources of Changing Values and Ethics**

Sanskritization, Westernization, Modernization, Secularization and Democratization Contemporary issues facing in Indian Society : Atrocities on Weaker Sections. Women Scheduled Castes and Tribescasteism, Regionalism and the forces of traditions and values.

#### **Suggested Readings**

- 1 Ahuja Ram "Indian Social System" Rawat Publications Jaipur 1993.
- 2 Sharma K.L. Indian Society, National Council of Education Research & Training New Delhi 1990.
- 3 Do Men T.K. and Venu Gopal, C.N. 'Sociology' for Law Students Eastern Book Company Lucknow, 1988.

**imba 402 Taxation**

**External Marks : 75**

**Internal Marks : 25**

**Time : 3 hrs**

**Note :—**In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt Five questions out of 8 questions.

**Objectives**

The objective of the course is to acquaint the participant with the implication of direct-tax laws.

Basic concepts of Income Tax; Residential Status and Tax liability; Income exempt from Tax; computation of income under various heads—salaries, income from house property, profits & gains of Business & Profession, income from other sources; various deductions permissible under different heads; clubbing of income; Set off & carry forward of losses; permissible deductions from gross total income and tax liability, Assessment of individuals, firms & companies.

**Suggested Readings**

1. Singhanian V.K., "Direct-Taxes Law & Practice", Taxman, Delhi.
2. Mehrotra H.C. & Goel S.P., "Direct Tax Law & Practice", Sahitya Bhawan Publications.

**imba 403 Organisational Behaviour**

**External Marks : 75 Internal Marks : 25 Time 3 hrs**

**NOTE :** In the question paper in all 8 questions will be set out of which the students are expected to attempt 5 question.

**Unit-I Introduction :**

The field of Organisational Behaviour Reasons to study D.B. Foundations and Background of OB, Approaches to OB, Contributing disciplines to OB Field.

**Unit-II Industrial Behaviour :**

Individual differences-Abilities, intelligence; personality—Meaning, development of personality traits, major determinants. Perception--Nature, importance, perceptual selectivity, perceptual organisation, social perception; Attitudes-Nature, dimensions, importance; Job Satisfaction-importance, sources & consequences.

**Unit-III Motivation and Learning :**

Motivation-Meaning, motives, process content theories and process theories of motivation, relationship between motivation and performance learning-Meaning, types; Theories of learning, Reinforcement, Law of effect. punishment.

**Unit-IV Group Behaviour**

Group-concept, nature, classification; stages of group development, Group dynamics; Group behaviour; Group structure, task & processes; Group cohesiveness; Dynamics of informal groups; Group decision making.

**Suggested Readings**

- |  |  |
|--|--|
| Luthars, Fred-                           | Organisational Behaviour Mc-Graw Hill, Singapore, 1995.                            |
| Robbins, Stephen                         | Organisational Behaviour Prentice Hall of India, New Delhi, 1995.                  |
| Sekran, Uma                              | Organisational Behaviour Tata Mc-Graw Hill, New Delhi, 1994.                       |
| Chandan, Jit S.                          | Organisational Behaviour Vikas Publishing House, New Delhi, 1994.                  |
| Davis, Keith                             | Human Behaviour at work Mc-Graw Hill Inc.  |
| Feldman & Arnold                         | Managing Individual and Group Behaviour in Organisation, Mc-Graw Hill Inc, 199.    |
| Wegner, John A. and Hullen Beck, John R. | Management of Organisational Behaviour, Prentice Hall Inc, Englewood Cliffs, 1992. |

**imba 404 Management Accountancy**

External Marks : 75

Internal Marks : 25

Time 3 hrs

**Note :—**In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt Five questions out of 8 questions.

**Objectives**

The objective of the course is to acquaint the students with the different accounting techniques which are widely used by Management in taking variety of managerial decisions.

**Unit-I**

Management Accounting :- Meaning nature and scope; Difference between Management Accounting & Financial Accounting.

**Unit-II**

Cost concepts & Classification.

**Unit-III**

Analysis & Interpretation of financial statements. Ratio Analysis, funds flow statement, cash flow statement.

**Unit-IV**

Marginal costing and its application to managerial decision making.

**Unit-V**

Budgetary control : concept of budget, types of budgets.

**Unit-VI**

Standard costing & Variance Analysis (Material & Labour)

**imba 405 Programming In C language**

External Marks : 75

Internal Marks : 25

Time : 3 hrs

**Note :—**In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt Five questions out of 8 questions.

### **Unit-I**

Brief history of development of C. Why this name ? Importance of C. Basic structure of a C program. Programming style of C.

Constants, variables and data types. Operators and expressions. Meaning input and output operations.

### **Unit-II**

Decision, branching and looping. Arrays: Handling of character strings. User-defined function.

- Reference :**
- 1) E. Balagurusamy Programming in ANSIC (Tata Mc-Graw Hill).
  - 2) Brain R. Kirinighan & Dennis M. Rutchis the C Programming Language(PHI)

imba 406 **Marketing Management**

External Marks : 75

Internal Marks : 25

Time : 3 hrs

Note :--In each Course of Studies of Five years Integrated Programme, the External Examiner will set 8 questions in all and the students will be required to attempt Five questions out of 8 questions.

### **Unit-I Introduction**

Nature & meaning of marketing; Marketing Concept; Differences between selling and marketing; importance of marketing functions; Reasons to study marketing; Indian Markets and its environment.

### **Unit-II Concept of Marketing Mix**

Elements of marketing mix. Market segmentation-Meaning, importance, Bases of market segmentation; Understanding consu-

mers; factors effecting consumers behaviour : Psychological Characteristic of consumers; Consumers purchase decision process.

### **Unit-III Product**

Meaning and role; Productline, productmix; product classification; product identification—Branding, labelling, packaging : Product planning and process; Product life cycle. Pricing-Importance and role; pricing objectives; pricing practices.

### **Unit-IV Distribution Channels**

Role, Classification; Intermediaries; functions of distribution channels; Rationale and use of distribution channels; factors governing choice of channels and intermediaries. Promotion—Promotion and promotion mix; Promotional objectives; personal selling; sales promotion; Advertising; publicity. Marketing-communication; Factors influencing promotion mix.

### **Suggested Readings**

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|--|---|
| Kotler, Phillip                              | Marketing Management : Analysis, Planning Implementations & Control 8th ed. Prentice Hall Inc., 1994. |
| Gandhi, J.C.                                 | Marketing—A Managerial Instruction Tata Mc-Graw Hill New Delhi, 1995.                                 |
| Rama Swamy and Nama Kumari                   | Marketing Management, Mc Millan India, 1994.  |
| Stanton William                              | Fundamental of marketing, Mc Graw Hill, Inc. 1995.  |
| Mc Carthy, Jerome                            | Basic Marketing : A Managerial Approach Richard D Irwin, Homewood.                                    |
| Cundiff, D.W., Still R.R. and Govani, N.A.P. | Fundamental of Modern Marketing Prentice Hall Inc., Englewood Cliffs.                                 |