Raja Shankar Shah University, Chhindwara (M.P.)

Scheme of Examination

First Semester - Master in Business Administration

(Human Resource, Information Technology, General Management)

(Session 2025-26 onwards)

S. No.	Subject Code	Subject Name	Maximum Marks for (Theory Slot)			Periods per week			Credits	Total Marks
			End Sem Theory	Mid Sem Test	Assignments/ Quiz	L	T	P		
1	MB-101	Organizational Behavior	60	20	20	3	1	-	4	100
2	MB-102	Principles & Practices of Management	60	20	20	3	1	-	4	100
3	MB-103	Accounting for Manager	60	20	20	3	1	-	4	100
4	MB-104	Managerial Economics	60	20	20	3	1	-	4	100
5	MB-105	Computer Application in Management	60	20	20	3	1	-	4	100
6	MB-106	Quantitative Techniques for Managers	60	20	20	3	1	-	4	100
7	MB-107	Legal Aspects of Business	60	20	20	3	1	-	4	100
8	MB-108	Economic Environment of Business	60	20	20	3	1	-	4	100
Total			**560**	**160**	160				32	**800**

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MB-101 ORGANISATIONAL BEHAVIOUR

Course Objective-To develop an understanding of the individuals and groups behavior in side organizations should further enhance your skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.

Unit : I Focus and Purpose

- Definition, need and importance of organizational behavior– Nature and scope– Framework– Organizational behavior models, Organization and the environmental factors.
- Organizational Theory, Organizational behavior modification. Misbehavior–Types

Unit : II Individual Behavior

- Personality– Types–Factors influencing personality– Theories.
- Learning– Types of learners– The learning process–Learning theories.
- Attitudes – Characteristics– Components– Formation – Measurement-Values.
- Perceptions – Importance – Factors influencing perception – Interpersonal perception-Impression Management. Emotions and Moods in workplace

Unit : III Group Behavior

- Organizationstructure–Formation–Groupsinorganizations–Influence–Groupdynamics– Interpersonal Communication
- Team Building-Interpersonal relations– Group decision making techniques.
- Meaning of conflict and its types, Conflict Redressal process

Unit : IV Leadership and Power

- Leadership – Meaning, importance, traits, styles and Theories. Leaders Vs Managers.
- Sources of power – Power centers – Power and Politics.
- Motivation at work–importance, need, types and its effects on work behavior. Motivation Theories: Maslow's, Herzberg, etc.

Unit : V Dynamics of Organizational Behavior

- Organizational culture and climate– Factors affecting organizational climate–Importance.
- Organizational change –Importance– Stability Vs Change–Proactive Vs Reaction change–the change process–Resistance to change– Managing change.
- Stress–Work Stressors–Prevention and Management of stress–Balancing work and Life. Organizational Development – Characteristics & objectives.
- Organizational effectiveness. Benchmarking-TQM and Six Sigma (Overview)

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REFERENCE BOOKS

Human Behavior at work	Keith Devis
Organizational Behavior; Concepts, Skills and Practices	Kinicki Kreitner
Dimension of Organizational Behavior	T. Herbert
Organization &Management	R. D. Agrawal
Organizational Behavior and Performance	Aszilagyl & Walace
Organizational Behavior	K. Aswathapa
Organizational Behavior	Jit Chandan
Organizational Behavior	V. Ghosh
Organizational Behavior	Gregory Morehead
Organizational Behavior	Fred Luthans
Organizational Behavior	Rosy Joshi
Organizational Behavior	Stephen Robbins

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MB-102– PRINCIPLES & PRACTICES OF MANAGEMENT

Course Objective– The objective soft his course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management

UNIT: I

- Management concept, Importance, and Scope, Fields of management, Role of managers.
- Evolution of Management thought– Trends and Challenges of Management in Global Scenario.
- Fayol and Taylor Principles of Management, Classical and Neoclassical Theory

UNIT: II

Nature and purpose of planning- Planning Process-Types of plans–Objectives. Six P'Sof Planning. Strategies- Types of strategies TOWS Matrix, Porter's Generic Competency Model-, BCG Matrix and GE Matrix, Policies.

- Decision Making-Types of Decision-Decision Making Process – Rational Decision Making.

UNIT: III

- Nature and purpose of Organizing-Organization Structure Organizational Restructuring.
- Departmentalization-Spanofcontrol-CentralizationandDecentralization-Delegationof authority
- Staffing-Selection and Recruitment-Orientation-Career Development-Career stages
- Training –Performance Appraisal (overview).
- Corporate social Responsibility plans.
- Concept and benefits of Managing by Objective(MBO)

UNIT: IV

- Organization Culture-Elements and types of culture -Managing cultural diversity.
- Motivation &leadership– concept, style and theories. Its role in business effectiveness.
- Creativity-Introduction, Concept of Creativity, Importance of Creative Thinking,
  Process of Creative Thinking, Techniques for Creative Thinking-Brainstorming
- Innovation – meaning, sources, elements and stages of innovation.
- Co-ordination & co-operation -Concept, Need and techniques

UNIT: V

- Process of Controlling-Types of Control-Budgetary and non-budgetary control, Q techniques-Managing Productivity - Cost Control - Purchase Control – Maintenance Control, Quality Control–Planning perations.

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REFERENCE BOOKS

Principles of Management-	Tata Mc GRAW-
Hill Current Readings in Management-	Tata Mc GRAW-Hill
Essentials of Management-	Koontz and Weihrich
The Process of Mgt, Concept, Behaviour & Practice	Newman Summer Warren
Organizational Behaviour, 9th Ed.	Stephen Robbins
Human Behaviour at Work	Davis and Newstorm
Organisation Behaviour	Fred Luthans

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MB –103 ACCOUNTING FOR MANAGER

Course Objective–The basic objective of this course is to equip the students with the knowledge of accounting principles, conventions and concepts. It will make students aware of financial reporting system and techniques of financial analysis. The course is also into ended to provide in sight in to the accounting techniques that may enable students in managerial decision-making and control.

UNIT: I

- Accounting–Meaning, scope, uses & types. Financial Accounting Concepts, conventions and principles –their implications on accounting system.
- Accounting Cycle. Classification of capital and revenue expenses.

UNIT: II

- Concept & Methods of depreciation SLM and DBM. Impact of depreciation on measurement of business Accounting.
- Trial Balance, Profit and Loss Account and Balance Sheet Preparation.
- Incorporation of Company, Purchase of Business

UNIT: III

- Concept and Need for analysis of Financial Statements–Types and Tools of analysis: Trend analysis, Common size statements and Comparative statements. Final Accounts of Company - Understanding.
- Financial Ratio Analysis: Meaning, Uses, Importance, need and limitations of Ratio analysis. Types-Turnover, Liquidity, Solvency, Proprietary, Leverage and Profitability Ratios.

UNIT: IV

- Cost Accounting-Nature, role, elements & classification of cost. Cost sheet.
- Marginal Costing-Concept, Importance and Contribution in Decision Making. Limitations of Cost Accounting
- Cost Volume Profit Analysis-Break Even Analysis, Margin of Safety, PV Ratio. Concept of Variances (Materials and labor).

UNIT:V

- Understanding of Inflation Accounting, Responsibility Accounting &Human Resource Accounting.
- Concept of Budget and Budgetary control- Flexible vs. Fixed budget. Revenue Budget, Preparation of Cash, Sales and Production Budgets.
- Introduction to Tally-Accounting application.

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REFERENCE BOOKS

Management Accounting	Robert
Anthony Management Accounting	I.M.Pandey
Accounting for Management Control	Horngren
Introduction to accountancy	Grewal T.S.
Cost Accounting and Costing Methods	Wheldon
Cost Accounting	R.L. Gupta &V.K. Gupta,
Introduction to Accounting	S.N. Maheshwari,
Cost Accounting, Theoryand Problems	SN Maheshwari, Vikas Publications, New Delhi: III Edition 2000
Financial Management	Khan &Jain
Managerial Accounting	Hingorani R. and Grewal
Cost Accounting	Biggs
Marginal Costing	Lawrence and Humphrey
Management Accounting	D.C. Sharma and K.G. Gupta
Management Accounting	S.P. Gupta
Double Entry Book Keeping	T.S. Grewal
Cost Accounting	Dr.P.K. Jain
Cost Accounting	Khan &Jain
Management Accounting 3rdEd.	Khan &Jain
Theory & Problems in Management & Cost Accounting	Khan &Jain

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MB-104 MANAGERIAL ECONOMICS

Course Objective–The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

UNIT: I

- Introduction to Managerial Economic**:** meaning, scope and methods of Managerial Economics, Importance and application of Managerial Economics to decision making.
- Decisions-Concepts of Opportunity cost, Time Value of Money, Scarcity, choice & production possibility curve.

UNIT : II

- Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand.
- Elasticity of Demand-Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand.
- Demand forecasting -meaning, significance and methods.

UNIT: III

- Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.
- Production concepts & analysis; Production function, single variable-law of variable proportion, two Variable-Law of returns to scale.
- Cost concept and analysis, short-run and long-run cost curves and its managerial use.

UNIT: IV

- Market Equilibrium and Average Revenue Concept.
- Market Structure: Perfect Competition, features, determination of price under perfect competition.
- Monopoly: Feature, pricing under monopoly, Price Discrimination.
- Monopolistic: Features, pricing under monopolistic competition, product differentiation.
- Oligopoly: Features, kinked demand curve, cartels, price leadership.
- Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

UNIT: V

- National Income; Concepts and various methods of its measurement, Employment, Index Numbers, Inflation and Deflation- types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory, Innovation theory and Theory of Rent.
- Fiscal and Monetary Policy (Overview)

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REFERENCEBOOKS

Managerial Economics	Varshney & Maheshwari
Managerial Economics: Concepts & Cases	Mote, Paul &Gupta
Managerial Economics	D.N. Dwivedi
Managerial Economics and Business Strategy	Michel Baye(McGraw-Hill)
Managerial Economics	Thomas R Christopher (McGraw-Hill)
Managerial Economics	D.C. Hogue
Introduction to Managerial Economics	C.I. Savage&J.R. Small
Managerial Economics	C.J.Stocks
Economics decision models	I.L. Riggs
Theory of the Firm	K.L. Cohen & R.M. Cyert
A Study of Managerial Economics	D.Gopal Krishna
Managerial Economics	Gupta G.S.
Managerial Economics	M.L. Jhingan J.K. Stephen

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MB-105COMPUTERAPPLICATION IN MANAGEMENT

Course Objective-Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through net.

UNIT: I Introduction to Computer& Operating System:

- Introduction to computers, Advantages, Disadvantages and of computer Applications, Block diagram and working model of computer. Computer and communication networks, Evolution of computer networks, LAN, MAN, WAN.
- Classification and generation of computer. Configuration of PC. Study of various add-on devices to PC like modem, printer, scanner, and Input /Output Devices.
- Operating System–Basic Introduction to MS-DOS, Unix and Windows as Operating System. Functions & types of OS. Concept of GUI.

UNIT: II Office Automation & Management

- Word Processing–Creating, Opening, editing, formatting, composing, printing, saving etc. preparing & merging documents.
- Excel-working with spreadsheets, presenting data using graph, tables, formulas and functions. Editing and formatting of charts. WHAT –IF Analysis.
- PowerPoint–creation of presentation, data representation through graphics, animating your presentation.
- Outlook–E-mailing and getting connection to Internet, configuring of outlook express, using outlook for your mail checking, sending and updating.
- Tally–Introduction to computational accounting.

UNIT: III Internet

- Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, Web browsing, searching, downloading uploading from Internet.
- E-Mail Etiquette - Working process of E-mail, chatting. Applications of Information Technology.

UNIT: IV Introduction to E-Commerce

- Meaning, nature, scope and channels, E-Market, Models of e-commerce, Global trading environment and adoption of e-commerce, application of ecommerce to Supply chain management.
- EDI and paper less trading, characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards, E-Commerce in India

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UNIT: V Electronic Transaction

- Concept of E-transaction, purchase order processing and payments.
- Electronic Payment Systems, types of payment systems- e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards. MasterCard/Visa Secure E- Transaction. Mobile commerce.
- Security risks of e-Commerce-Type sand sources of threats. Cyber Crime.

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REFERENCE BOOKS

Electronic Commerce: Framework & Bhasker
Technologies and Applications

Web Commerce Technology Hand book   Minol Computer Fundamental

V Rajaraman

LINUX   Tech Media Publication

Web page programming   BPB Publicaton

E-Commerce   Daniel Minoli and Emma Minoli

Web-Commerce   Bajaj&Nag

MS-Office XP   BPB Publication

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MB-106 QUANTITATIVE TECHNIQUESFORMANAGERS

Course Objectives–The basic aim of this course is to impart knowledge of basic statistical tools and techniques with emphasis on their application in business decision process sand management.

UNIT: I

- Introduction to Statistics-origin, scope, development and branches of statistics, limitations of statistics, statistics & computers, Applications of Statistics in Business.
- Measures of Central Tendency-Mean, Median, Mode, Geometric Mean and Harmonic Mean.

UNIT: II

- Dispersion- Range Quartile deviation, Mean Deviation, Standard Deviation and co-efficient of variation.
- Skewness: Karl Pearson co-efficient of skewness, Bowley's co-efficient of skewness, Kelley's co- efficient of skewness-Theory and problems. Concept of Kurtosis.

UNIT: III

- Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.
- Regression Analysis: Concept, Method of least square fit of a linear regression, lines of regression, Properties of regression coefficients.

UNIT: IV

- Probability Theory: Concepts, additive, multiplicative, conditional probability rules, Bayer's Theorem and introduction to probability distribution (Binomial & Poisson distribution)
- Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models.
- Trend Analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers–introduction, Characteristics, types and uses of index numbers, weighted & un-weighted price indexes, Tests of adequacy and consumer price indexes.

UNIT: V

- Hypothesis testing and statistical influence (Introduction to methodology and Types of errors) introduction to sample tests for Univariate and Bivariate analysis using normal distribution, f-test, and t-test, z-test and chi square test.
- Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction)
- Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

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REFERENCE BOOKS

Statistic for Management Levin RI Quantitative Techniques in

Management N.D. Vohra

(The McGraw-Hill)

Statistics for Modern Business Decision Lapin & Lawrance Business Statistics Gupta

SP

Modern Elementary Statistics Friend John I Fundamentals of Statistics Gupta

G & Dasgupta

Quantitative Techniques Chandan JS

Statistics for Business & Economics Chandan JS

Introduction to Statistical Methods Gupta V Quantitative Techniques CR Kothari

Mathematics for Management and J.K. Sharma, New Delhi, Computer Applications

Galgotia Publication Business mathematics

and statistics R. K. Ghosh and S. Saha, New Central Book

Agency 9^{th}Ed.

Business Mathematics and Quantitative Saha, Calcutta, Techniques Central Book Agency

Statistics for Management Richard I. Levin and D.S. Rubin Prentice Hall of

India, 2000

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MB–107LEGAL ASPECTS OF BUSINESS

Course Objective–The basic objective of this course is to expose. The students towards the mercantile law and equip the students with broad based knowledge of company law.

UNIT: I

- **IndianContractAct,1872**Definitionofa Contract and its essentials, Formation of a valid Contract-Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. Special Contracts Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency, Creation & termination of Agency Rights, Duties and Liabilities of Agent.

UNIT: II

- **SalesofGoodsAct,1930:** Meaning- Contract for Sale of Goods, Essentials of a Contract of Sale-Formalities of a Contract of sale, Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller– Rules as to delivery of goods.

UNIT: III

- **TheCompaniesAct,1956**: Company-Definition, Meaning, Features and Types of companies. Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus. Share Capital. Companies ACT 2013 and subsequent amendments.
- **TheIndianPartnershipAct,1932:** Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms, Partnership Act 2013 (amendments). Limited liability Partnership

UNIT: IV

- **TheNegotiableInstrumentsAct,1881:** Negotiable Instruments -Meaning, Characteristics, Types, Parties–Holder and holder in Due Course**,** Negotiation and Types of Endorsements, Dishon our of Negotiable Instrument-Noting and Protest**,** Liability of parties on Negotiable Instrument.
- **TheConsumerProtectionAct,1986-**Definitions of Consumer, Complainant, Goods, Service-Meaning of Consumer Dispute, Complaint-Unfair Trade Practices-Restrictive Trade Practices, Rights of Consumers, Consumer Disputes, Redressal Agencies.

UNIT: V

- **The Information Technology Act, 2000** Digital Signature Definition, Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty & Adjudication, Cyber Law (only Preamble).
- **Intellectual Property Right (IPR) Act** Conceptual understanding of patents, copyrights, trademarks and designs.
- **RighttoInformationAct2005:** Right to know, Salient features of the Act, Request procedure for obtaining information, Exemption from disclosure of information.

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REFERENCE BOOKS

Business Law	M.C. Shukla
Business Law	Mulchandani, K.R.
Business Law	Mahaeshwari, R.P. &S.N.
Principles of Business Law	K. Ashwathappa
Business Law	Sen & Mitra
Business Law	M.C. Kuchhal
Govt. &Business	N.KSengupta
Bare Acts–	
Indian Contract Act	
Sale of Goods Act	
Partnership Act	
Business Law	Balachandani
Business Law	SD Geet and MS Patil
Business Laws	Gulshan Kapoor
Business and Commercial Laws	Sen and Mitra An
Introduction to Mercantile Laws	N. D. Kapoor
Business laws	N.M. Wechelkar
Business Laws	M.D. Mulla
Company Law	Avtar Singh
Bare Text of the relevant Act	

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MB-108 ECONOMIC ENVIRONMENT OF BUSINESS

Course Objective – The objective of this course is to sensitize towards the overall business environment within which organization has to function and to provide insight to student's fits implication for decision making in business organizations. So that they should understand the dogma of business in which they are seeking their future.

UNIT: I

- **Business Environment**: Definition, Nature, Scope, principles, elements of Business, Dynamic factors, significance and nature of business environment.
- **Environmental scanning**–Meaning, importance and its process. Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment.
- **Globalization**: New dimensions of Business.

UNIT: II

- **Politico-legal Environment**: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA &FERA, SEBI Act, Consumer Protection Act; Changing dimensions of the slaws and their impact on business.

UNIT: III-

- **Economic Environment**: Philosophy and strategy of planning in India; Phase of Economic Development and its impact, Concept of mixed economy: the public sector and the private sector, their changing roles; Inflation–FDI and collaboration; Industrial policy in India in recent years; Policy with regard to small scale industries and labour.
- **Financial Environment:** The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations; Multinational corporations (MNC); Introduction to Stock Exchange of India.

UNIT: IV

- **Technological and socio-cultural Environment:** Policy for research and developmenting India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures
- **Impact of culture and values**: Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business.

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UNIT: V

- **Economic Reforms in India:** Liberalization, Privatization and Globalization. Liberalization in India: the new Economic Policy; Policy changes for liberalization & its impact, Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features and role of WTO, IMF and World Banking local economic development.

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REFERENCE BOOKS

Principles of Business Management Arun Kumar/Archana Sharma Business
Environment F. Cherunilum

Market Management in India Manas Pandey Business & Economic Law
Bansal Privatization of PSU in
India C.N.P. Nair Export/Int.

Management Balgopal Economic Biswnath Ghosh
environment of Business

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