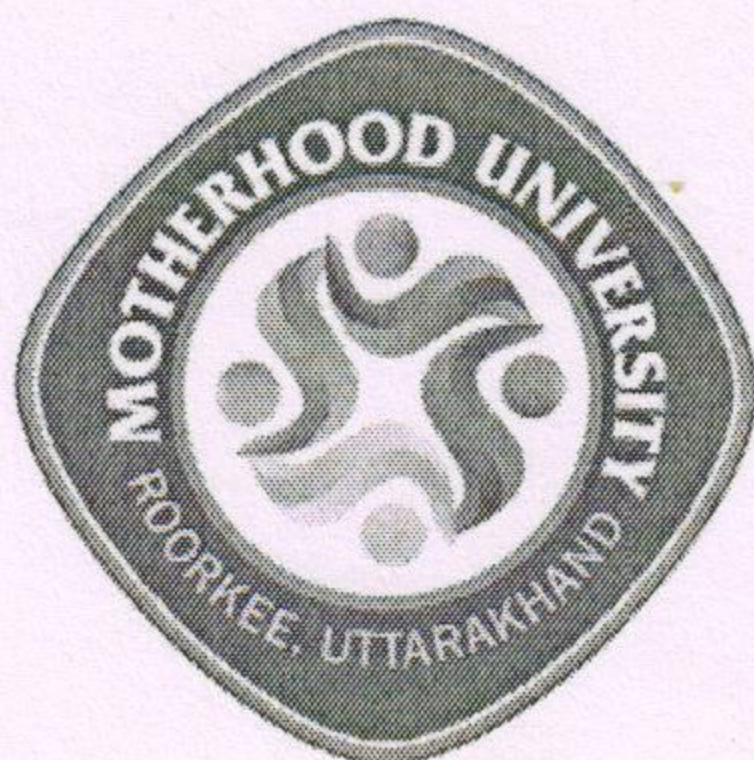


# **MOTHERHOOD** **UNIVERSITY, Roorkee**

ENLIGHTENING WORLD

## **STUDY AND EVALUATION SCHEME** **OF** **MASTER OF BUSINESS ADMINISTRATION** **(MBA – EXECUTIVE)**

[Admission Session 2019-20 onwards]



**Roorkee-Dehradun Road, Village Karoundi,**  
**Post Bhagwanpur, Tehsil-Roorkee**  
**Pin -247661**  
**Distt-Haridwar**  
**(Uttarakhand)**

*ARL*

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**DEAN**  
**Faculty of Comm. & Buss. Studies**  
**Motherhood University**  
**Roorkee**

**STUDY AND EVALUATION SCHEME**  
**OF**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(MBA – EXECUTIVE)**

[Admission Session 2019-20 onwards]

**SUMMARY**

<b>Programme</b>	MBA
<b>Duration</b>	Two Years (Four Semesters)
<b>Medium</b>	English
<b>Credits</b>	57

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## MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)

The demand for skilled professionals is growing and everyone wants the best for their organisation and career. In such competitive times adding an MBA to one's resume is the best way to boost the one's way through the corporate ladder. But leaving a full time job may not be the ideal scenario and a viable option for many. Thus comes MBA (Executive) which is a great way to enhance one's business education without compromising the existing career.

The MBA course aims at providing inputs to the executives so that they can take decisions in their organization and face the challenges. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the managerial personality of the executives. The structure of the course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for one specialization out of the seven offered. The offered specializations include Marketing, Digital Marketing, Finance, Human Resource Management, International Business, Operations Management and Information Technology. Broadly, the course is of two years divided into four semesters, with the total marks of 2600 & 57 total credit hours. Every student has to prepare a detailed research project report in fourth semester which may be related to any exploratory or conclusive study. Seminar & Comprehensive Viva and Dissertation are part of the course. The case study shall be taught wherever required.

### Pattern of Examination

The maximum marks for each paper, except in case of Comprehensive viva voce Research Project Report, Dissertation, Seminar, shall be of 100 (one hundred) marks of which 70 (seventy) marks shall be awarded on the basis of the external Examination and 30 (Thirty) marks shall be awarded on the basis of Internal Assessment. Internal assessment will consist of two components (1) Term Paper (20 marks) (2) Teacher assessment (10 marks) which includes class participation & class presentations etc.

Question papers in semester examination will be divided into the following three parts:

Part 1: 10 marks

Containing 10 objective questions (multiple choice, true/false, Fill in the blanks) of 1 mark each from the total syllabus. All of which are needed to attempt.

Part 2: 30 marks

Containing 8 short questions of 5 marks each from the total syllabus out of which 6 questions are needed to attempt.

Part 3: 30 marks

Containing five questions of 10 marks each, one from each unit, out of which 3 questions are needed to attempt.

### Medium of Instructions

The medium of Instruction of study and the examinations shall be English.

**Omnibus Clause:** This ordinance and the syllabus shall come into effect from the academic session 2019-2020 with effect from July, 2019. In case of any clarification on any points mentioned in the ordinances and the syllabus or for any dispute on any points the decision of the Vice-Chancellor would be final and binding on all concerned.

### MBA (SEMESTER-I)

Sr. No.	Subject Code	Subject Name	Credit Hours/week	Evaluation Scheme		
				Internal Assessment	End Term	Total Marks
1	MUMBAE 101	Management Concepts	2	30	70	100
2	MUMBAE 102	Statistics & Operations Research for Managers	3	30	70	100
3	MUMBAE 103	Accounting for Managers	3	30	70	100
4	MUMBAE 104	Managerial Economics	2	30	70	100
5	MUMBAE 105	Executive Communication	2	30	70	100
6	MUMBAE 106	Comprehensive viva – voce	2	-	100	100
<b>Total</b>			<b>14</b>	<b>150</b>	<b>450</b>	<b>600</b>

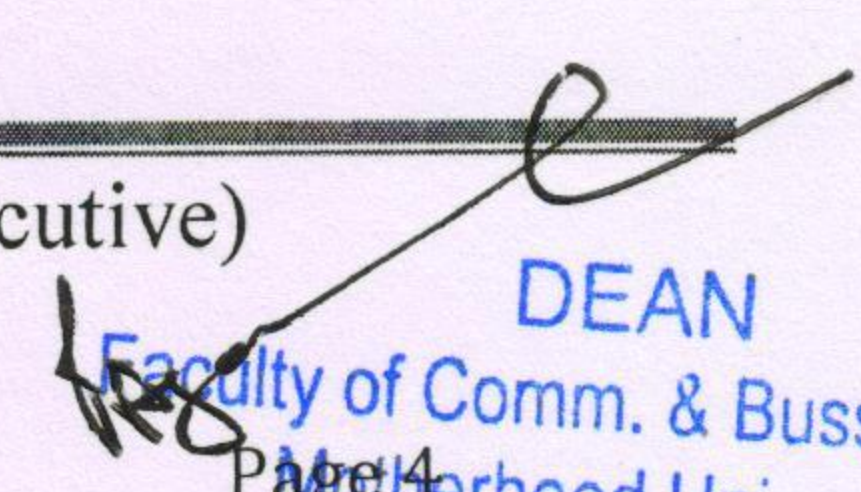
### MBA (SEMESTER-II)

Sr. No.	Subject Code	Subject Name	Credit Hours/week	Evaluation Scheme		
				Internal Assessment	End Term	Total Marks
1	MUMBAE 201	Organisational Behaviour	2	30	70	100
2	MUMBAE 202	Business Environment & Ethics	2	30	70	100
3	MUMBAE 203	Human Resource Management	2	30	70	100
4	MUMBAE 204	Marketing Management	2	30	70	100
5	MUMBAE 205	Management Information System	2	30	70	100
6	MUMBAE 206	Seminar & Comprehensive viva – voce	3	-	100	100
<b>Total</b>			<b>13</b>	<b>150</b>	<b>450</b>	<b>600</b>

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[Admission Session 2019-20 onwards]

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### MBA (SEMESTER-III)

Sr. No.	Subject Code	Subject Name	Credit Hours/week	Evaluation Scheme		
				Internal Assessment	End Term	Total Marks
1	MUMBAE 301	Business Research Methods	3	30	70	100
2	MUMBAE 302	Strategic Management	2	30	70	100
3	MUMBAE 303	Production And Operations Management	2	30	70	100
4	MUMBAE 304	Financial Management	3	30	70	100
5		Specialization Group -1 Elective -1	2	30	70	100
6		Specialization Group -1 Elective -2	2	30	70	100
7	MUMBAE 312	Research Project & Dissertation	4	-	100	100
<b>Total</b>			<b>18</b>	<b>180</b>	<b>520</b>	<b>700</b>

### MBA (SEMESTER-IV)

Sr. No.	Subject Code	Subject Name	Credit Hours/week	Evaluation Scheme		
				Internal Assessment	End Term	Total Marks
1	MUMBAE 401	Entrepreneurship Development	2	30	70	100
4		Specialization Group -1 Elective -3	2	30	70	100
5		Specialization Group -1 Elective -4	2	30	70	100
7	MUMBAE 409	Research Project Report	4	-	300	500
	MUMBAE 410	Comprehensive viva – voce	2	-	100	100
<b>Total</b>			<b>12</b>	<b>90</b>	<b>610</b>	<b>700</b>

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## SPECIALIZATION GROUPS (SEMESTER-III)

<b><u>MARKETING</u></b>	
MUMBAE 305-M1	Consumer Behaviour
MUMBAE 305-M2	Advertising Management
MUMBAE 305-M3	Marketing of Services
MUMBAE 305-M4	Marketing Research
<b><u>DIGITAL MARKETING</u></b>	
MUMBAE 306-DM1	Consumer Behaviour
MUMBAE 306-DM2	Advertising Management
MUMBAE 306-DM3	An Introduction to Digital Marketing
MUMBAE 306-DM4	Marketing Research
<b><u>FINANCE</u></b>	
MUMBAE 307-F1	Security Analysis and Portfolio Management
MUMBAE 307-F2	Financial Markets and Institutions
MUMBAE 307-F3	International Financial Management
MUMBAE 307-F4	Corporate Tax Planning
<b><u>HUMAN RESOURCE MANAGEMENT</u></b>	
MUMBAE 308-H1	Industrial Relations and Labour Laws
MUMBAE 308-H2	Industrial Psychology
MUMBAE 308-H3	Human Resource Planning & Development
MUMBAE 308-H4	Performance Management
<b><u>INTERNATIONAL BUSINESS</u></b>	
MUMBAE 309-IB1	International Logistics Management
MUMBAE 309-IB2	Cross-Cultural Business Management
MUMBAE 309-IB3	Management of Multinational Corporations
MUMBAE 309-IB4	International Business Laws and Treaties
<b><u>OPERATIONS MANAGEMENT</u></b>	
MUMBAE 310-OM1	Materials Management
MUMBAE 310-OM2	Maintenance Management
MUMBAE 310-OM3	Project Evaluation & Review Techniques
MUMBAE 310-OM4	Aggregate Planning & Scheduling
<b><u>INFORMATION TECHNOLOGY</u></b>	
MUMBAE 311-IT1	Database Management System
MUMBAE 311-IT2	Enterprise Resource Planning
MUMBAE 311-IT3	Information System Management
MUMBAE 311-IT4	E-Governance & Framework of ICT

**Note:** A student has to select two electives from any ONE group of specializations. Specializations would be same for IV and V Semester.

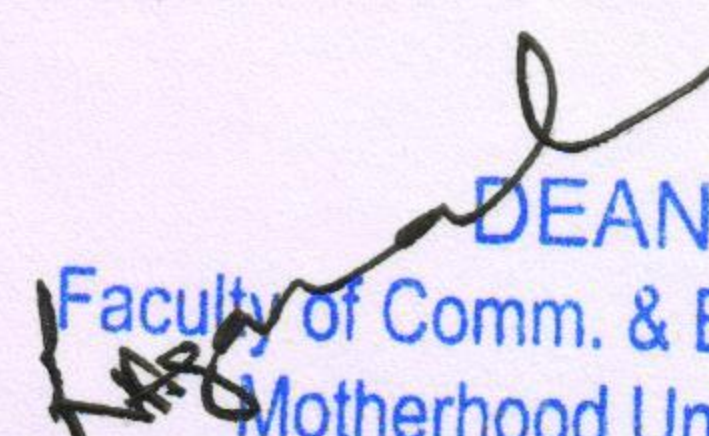
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## SPECIALIZATION GROUPS (SEMESTER-IV)

<b><u>MARKETING</u></b>	
MUMBAE 402-M1	International Marketing
MUMBAE 402-M2	Sales Management
MUMBAE 402-M3	Rural Marketing
MUMBAE 402-M4	Retail Management
<b><u>DIGITAL MARKETING</u></b>	
MUMBAE 403-DM1	E- Business
MUMBAE 403-DM2	Data Analytics
MUMBAE 403-DM3	Social Media Marketing
MUMBAE 403-DM4	Marketing of Services
<b><u>FINANCE</u></b>	
MUMBAE 404-F1	Financial Services
MUMBAE 404-F2	Mergers and Acquisitions
MUMBAE 404-F3	Financial Derivatives
MUMBAE 404-F4	Risk Management and Insurance
<b><u>HUMAN RESOURCE MANAGEMENT</u></b>	
MUMBAE 405-H1	International Human Resource Management
MUMBAE 405-H2	Compensation Management
MUMBAE 405-H3	Corporate leadership
MUMBAE 405-H4	Organisational Structure and Change
<b><u>INTERNATIONAL BUSINESS</u></b>	
MUMBAE 406-IB1	EXIM Financing and Documentation
MUMBAE 406-IB2	Global Financial Markets and Instruments
MUMBAE 406-IB3	Foreign Exchange Management and Currency Derivatives
<b><u>OPERATIONS MANAGEMENT</u></b>	
MUMBAE 407-OM1	Advanced Operations Research
MUMBAE 407-OM2	Supply Chain Management
MUMBAE 407-OM3	Enterprise Resource Planning
MUMBAE 407-OM4	Logistics Management
<b><u>INFORMATION TECHNOLOGY</u></b>	
MUMBAE 408-IT1	Software Project Management
MUMBAE 408-IT2	Information Security
MUMBAE 408-IT3	Web Technologies

**Note:** A student has to select two electives from any ONE group of specializations. Specializations would be same for IV and V Semester.

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## SEMESTER-I

### MUMBAE 101 MANAGEMENT CONCEPTS

**Credits: 2**

**Course Objective:** To familiarize the students with the basic concepts and principles of management. The students would clearly understand the definitions of different areas of management. The course will expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms. The course will understand the various concepts of planning, Decision making and controlling to help solving managerial problems.

#### **Unit 1 : Introduction**

Nature and Purpose, Managing: Science or Art? The Evolution of Management Thoughts, The Function of Manager: Planning, Organising, Staffing, Leading and controlling: an overview. Coordination: The Essence of Management, System approach to Management Process.

#### **Unit 2: Planning**

Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

#### **Unit 3: Organising**

Nature of Organising, Formal an Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Delegation of Authority, Organisation Charts.

#### **Unit 4: Staffing**

Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle.

#### **Unit 5: Leading and Controlling**

**Motivation:** McGregor Theory of X and Y, Maslow Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory, Expectancy Theory, Equity Theory, Goal Setting Theory.

**Leadership:** Definition, Ingredients, Styles, Committees and Group Decision Making. Communication: Purpose, Process of Communication, Barriers and Break Downs, Making Communication Effective

**Controlling:** Concepts and Process, Controlling as a Feed Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

#### **Suggested Readings**

1. Heinz Wehrich, Mark V. Cannice and Harold Koontz, (2009). Management: A Global and Entrepreneurial Perspective, 13e., TMH., New Delhi
2. Harald Koontz and Heinz Wehrich, Elements of Management. 9e, TMH. New Delhi 2012
3. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., Management, 8e., Pearson, New Delhi 2010
4. Stephen P. Robbins and David A. Decenzo, Management; PHI
5. Newman, Summer, Gilbirt Management; PHI
6. Chaturvedi & Saxena -Managing Organization (Himalaya Publication)
7. Stoner, Freeman & Gilbert Jr. - Management (Prentice Hall of India, 6th Edition)

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## MUMBAE 102 STATISTICS & OPERATIONS RESEARCH FOR MANAGERS

Credits: 3

**Course Objective:** To provide basic knowledge of the concept of quantitative techniques having their application in the field of Business. The course will facilitate better decisions in complex scenarios by the application of a set of advanced analytical methods. It couples theories, results and theorems of mathematics, statistics and probability with its own theories and algorithms for problem solving.

### Unit 1

Management and Decision Making, Statistics and Managerial Decision Making, Functions – Applications of Functions, Some special Functions A.P. and G.P and their Managerial Applications. Markov chains and their Applications.

### Unit 2

Transportation Problems, Problem Statement, Testing Optimality, MODI Method and Improving the Solution

### Unit 3

Linear Programming, Basic Concepts, Model formulation, Solution Method, Duality.

### Unit 4

Theory of Games, Simulation, Basic Concept of PERT and CPM.

### Unit 5

Probability, Definition, Basic Concepts, Marginal Joint Conditional Probabilities, Additive and Multiplicative Rules, Random variables, Probability Distribution, Concept of Fractal, Mean of Random variables, Properties of Mean, Variance of a random Variable.

### Suggested Readings

1. Paolo Brandimarte-Quantitative Methods: An Introduction for Business Management, Willey.
2. Apte-Operation Research and Quantitative Techniques, Excel Books
3. S Kalawathy-Operation Research, 5e, Vikas
4. Natarajan- Operation Research, Pearson
5. Taha Hamdy - Operations Research - An Introduction, 9e, Prentice-Hall
6. Vohra - Quantitative Techniques in Management, 2e, Tata McGraw-Hill
7. Kothari - Quantitative Techniques, 3e, Vikas 1996,
8. Sharma J K - Operations Research, 3e, Pearson
9. Sam Ashe-Edmunds, Quantitative Analysis for Business Decision-Making by, Demand Media
10. Gene Wright, Quantitative Analysis for Business: The Time Value of Money and Basic Business Statistics Using a Business Calculator, 3e

## MUMBAE 103 ACCOUNTING FOR MANAGERS

Credits: 3

**Course Objective:** To acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organisation. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems.

### Unit-1

Financial Accounting – Meaning, Need, Objectives, Concepts & Conventions. Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards.

The Double Entry System – Its meaning and Scope, The Journal, Cash Book, Ledger, Trail Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different books and Accounts.

Introduction of Company Accounts.

### Unit-2

Managing Accounting – Meaning, Function, Scope, Utility, Limitations and Tools of Management Accounting, Analysis of Financial Statements – Ratios, Comparative and Common size Statements, Cash Flow and Fund Flow Analysis, management Audit and Financial Reporting.

### Unit-3

Cost Accounting – Nature, Objectives, Significance of Cost Accounting, Classification of Cost, Costing of Material, labour, and Overheads.

Marginal Costing, and cost volume profit Analysis – Its Significance, Uses and limitations.

### Unit-4

Standard Costing – Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis – Material, Labour and Overheads.

Responsibility Accounting – Its Meaning and Significance, Cost, Profit, and Investment Centers.

Accounting for Price level Changes – Concepts, CPP and CCA methods.

### Unit-5

Budget and Budgetary Control - Its Meaning, Uses and Limitations, Budgeting and Profit Planning, Different types of Budget and their Preparations, Sales Budget, Purchase Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget, Zero Based Budgeting.

### Suggested Readings

1. Robert Anthony, Hawkins and Merchant, Accounting TMH
2. Pandey I M - Management Accounting, 3e , Vikas, 2004
3. Khan and Jain - Management Accounting ,Tata McGraw-Hill, 2000
4. Sinha- Accounting and Costing for Management, Excel Books
5. Chaudhary, A., Fundamentals of Accounting and Financial Analysis, Pearson
6. Ashish Bhattacharyya, Essentials of Financial Accounting, PHI
7. Maheshwari, SN and Sunil "Financial Accounting: Sultan Chand and Sons, New Delhi
8. Monga, GR, Financial Accounting: Concepts and Application, Mayoor Paper Books, New Delhi
9. Tulsian PC. Financial Accounting, Pearson Education
10. Balakrishnan \_ Managerial Accounting ,Wiley Dreamtech
11. Horngren et al - Introduction to Management Accounting, 12 e, Prentice hall,2002

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## MUMBAE 104 MANAGERIAL ECONOMICS

Credits: 2

**Course Objective:** To enable the students to learn the basic principles of economics and its application in the decision making in the business. The students will learn the demand analysis and various cost aspects in the business; the market structure and the decision making process for various markets; the profit, profit policies, cost volumes relationship as well as the macro environment of the business.

### Unit 1: Introduction

Introduction to Managerial Economics, Evolution, Nature, Scope and Significance, Circular Flow in an Economy, Principles, Production Possibility Frontier, Managerial Economics: Micro and Macro Economics.

### Unit 2 : Market Forces: Demand and Supply

**Demand Analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; theory of consumer behavior; Elasticity of demand and its measurement methods; importance in decision-making.

**Supply Analysis:** Objective of supply analysis; Determinants of supply, Elasticity of supply.

### Unit 3: Production Function and Cost Analysis

Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Cobb Douglas Production Function, Laws of Production and analysis: Empirical Estimates of Production and Cost; short run and Long run average cost curves and their analysis; Economies and Diseconomies of scale.

### Unit 4: Organization of the Firm

Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets), Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly; Baumol's Marries' and O. Williamsons Model.

### Unit 5: Factor Pricing

Determination of Factor Pricing; Marginal Productivity Theory; Richardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

### Suggested Readings

1. Crag W. Paterson, W. Cris Lewis, and Sudhir K. Jain, Managerial Economics, PHI Learning /Pearson, New Delhi, 2004.
2. Joel Dean, Managerial Economics
3. GS Gupta, Managerial Economics, 2e, Tata McGraw-Hill Publishing Co. Ltd., New Delhi,
4. Dominique Salvatore, Managerial Economics in a Global Economy, 4e., Cengage Learning,
5. D.N. Dwivedi, Managerial Economics, 4e., Vikas Publishing House, New Delhi, 2006
6. Koutsoyiannis A., Modern Micro Economics, MacMillan, 2000
7. Paul Samuelson and Nordhaus, Economics, 19e. Tata McGraw-Hill, New Delhi
8. H.L. Ahuja, Managerial Economics, S. Chand, 2004
9. Raj Kumar-Managerial Economics, UDH Publishers, 2013 edition
10. Damodaran Suma – Managerial Economics ,Oxford 2006
11. Atmanand- Managerial Economics, Excel Books
12. Keats- Managerial economics-6e , Prentice hall
13. Vanita Agarwal-Managerial Economics-Pearson
14. M.L. Jhingan & J.K. Stephan - Managerial Economics, Vrinda Publications, 2e
15. Singh- Managerial Economics ,Wiley Dreamtech
16. Hirschey Mark – Economics for Managers, Thomson, India Edition, 2007

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## MUMBAE 105 EXECUTIVE COMMUNICATION

Credits: 2

**Course Objective:** To understand business communication strategies and principles for effective written, visual, and oral communication in domestic and international business situations. The course will develop the ability to write a documented paper and/or to give an oral presentation as well as develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.

### Unit 1: Introduction

Importance of communication skills in Business Management. Types of communication: the media and tools of communication. The Communication Process. Barriers and Gateways to communication.

### Unit 2: Verbal and Non-verbal Communication

Personal language and body language. Types of managerial speeches: occasional speech; thematic speech. Group Communication in: group discussions, meetings, seminars and conferences. Art of facing interviews in: selection or placement, appraisal, disciplinary committees and exit interviews.

### Unit 3: Written Communication Skills

Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications. Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication. Power point preparation; Using Web as a source of knowledge Sharing.

### Unit 4: Recruitment and Employment Correspondence

Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/Resumes; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

### Unit 5: Business and Social Etiquette

Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

### Suggested Readings

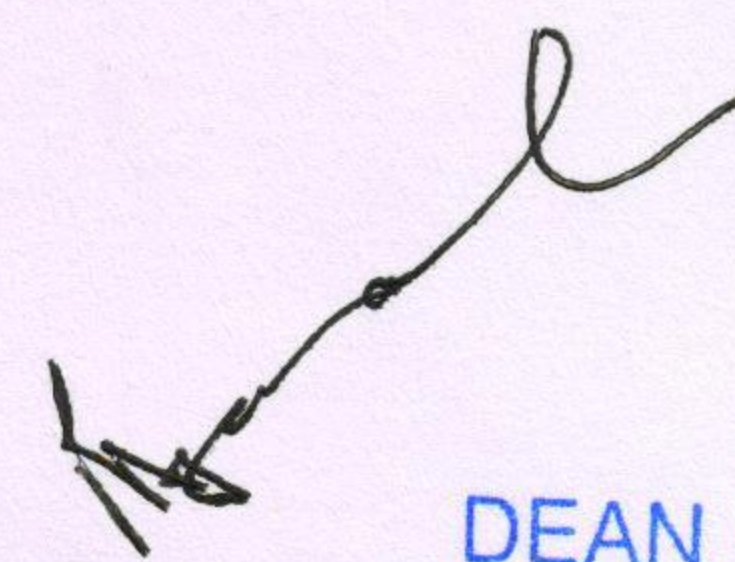
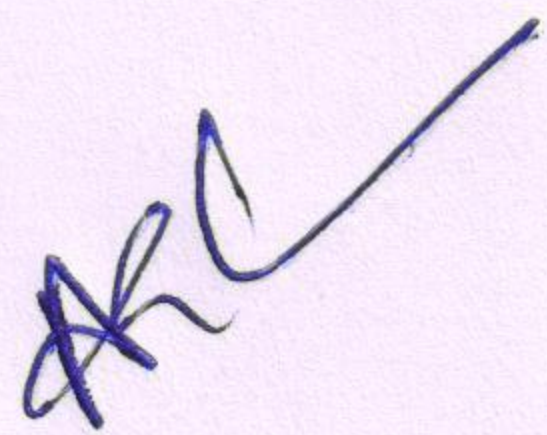
1. Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). Business Communication: Building Critical Skills, 3/e, TMH. New Delhi.
2. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeaja Pande (2009). Business Communication: Making Connections in a Digital World, 11e. TMH. New Delhi.
3. Booher, Dianna (2001). E-Writing: 21st Century Tools for Effective Communication. New York: Pocket Books, Division of Simon & Schuster, Inc.
4. Guffey, Mary Ellen (2006). Business Communication: Process and Product. 5e Cincinnati, Ohio: South-Western College Publishing/ Thomson.
5. Randolph H. Hudson and Benard J. Selzler, (2006). Business Communication: Concepts and Applications in an Electronic Age, 5/e., Jaico, New Delhi.
6. Bovee, Thill and Schatzman, Business Communication Today, Pearson ed. 2007,4e.
7. Bisen & Priya – Business Communication ,New Age International Publication
8. Kalkar, Suryavanshi, Sengupta-Business Communication, Orient Blackswan
9. M.K. Sehgal & V. Khetrapal - Business Communication ,Excel Books.
10. P.D. Chaturvedi – Business Communication , Pearson Education, 3e,2006.
11. Sharma R.C., Mohan Krishna – Business Correspondence and Report Writing , Tata McGraw Hill, 3e .
12. Rajendra Pal - Business Communication ,Sultan Chand & Sons Publication

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**MUMBAE 106 COMPREHENSIVE VIVA VOCE**

**Credits: 2**

The comprehensive viva voce is scheduled at the end of First semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.



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