

BHAGWANT UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

YEAR I

(MBA-IYA)  
DISTANCE

SUBJECT CODE	NAME OF SUBJECT	CREDITS
01DMBA101	Business	5
01DMBA102		5
01DMBA103		5
01DMBA104		5
01DMBA105	Quantitative Techniques	5



**BHAGWANT UNIVERSITY**  
DIRECTORATE OF DISTANCE EDUCATION  
**SYLLABUS**

OF

**MASTER OF BUSINESS ADMINISTRATION**

(APPROVED BY BOARD OF STUDIES AND ACADEMIC COUNCIL)

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BHAGWANT UNIVERSITY  
AJMER

FRANCIS C PETER  
Vice-Chancellor  
Bhagwant University  
Ajmer, Rajasthan  
India 305004

**BHAGWANT UNIVERSITY**

**MASTER OF BUSINESS ADMINISTRATION**

**YEAR I**

*(MBA-IYR. DISTANCE)*

SUBJECT CODE	NAME OF SUBJECT	CREDITS
01DMBA101	Principle of Economics	6
01DMBA102	Accounting	6
01DMBA103	Marketing Principles	6
01DMBA104	Management Principles	6
01DMBA105	Quantitative techniques	6
TOTAL		30

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**S. C. PETER**  
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India 305004

**NOTE:**  
In II Year student has to study three compulsory papers, two major and one minor paper. Optional minor papers will be 1<sup>st</sup> paper of all respective papers.  
In Third compulsory (01DMBA 201, Internship Program) paper student has to undergo for a training of 6 months.

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**S. C. PETER**  
Chancellor  
Bhagwant University  
Ajmer, Rajasthan  
India 305004

YEAR II [MBA - II yr, DISTANCE]

SUBJECT CODE	NAME OF SUBJECT	CREDITS
<b>COMPULSORY PAPER</b>		
02DMBA 101	Business Policy & Strategic Management	6
02DMBA 102	Project Management	6
02DMBA 201	Internship Program	6
<b>OPTIONAL MAJOR PAPER I</b>		
02DMBA 104(Finance)	Investment Management & Security Analysis Advertising Management Strategic Human Resource Management	6
02DMBA 106(Marketing)		
02DMBA 108(Human Resource)		
<b>OPTIONAL MAJOR PAPER II</b>		
02DMBA 105(Finance)	International Financial Management	6
02DMBA 107(Marketing)	International Marketing	
02DMBA 109(Human Resource)	Training & Development	
<b>OPTIONAL MINOR PAPER I</b>		
02DMBA 104(Finance)	Investment Management & Security Analysis Advertising Management Strategic Human Resource Management	6
02DMBA 106(Marketing)		
02DMBA 108 (Human Resource)		
<b>TOTAL</b>		<b>36</b>

**NOTE:-**

- In II Year student has to study three compulsory papers, two major optional papers & one minor paper, Optional minor papers will be 1<sup>st</sup> paper of all respective group.
- In Third compulsory (02DMBA 201, Internship Program) paper student has to undergo for a training of 6 months.

QUANTITATIVE TECHNIQUES

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Chancellor  
Bhagwant University  
Ajmer, Rajasthan  
305004  
India 305004

Year I

### PRINCIPLES OF ECONOMICS

Course/Paper: 01DMBA101  
DMBA YEAR-I

Economic Problem, Concept used in Business Decision, Tools of Economic Analysis & Techniques,, Economics & Diseconomies of Scale, Production Function, Demand Forecasting, The Scope of Economics, Pricing Policies, Pricing Methods, Consumer Demand, Welfare Economics, Economic Efficiency, International Trade, Cost Concept, Market Structure & Pricing Decisions.

**References:**

1. Business Economics, Adhikary, manab, Excel books, N.D.
2. Economic Theory & Operation Analysis, Baumol, William J, N.D. PHI.

### ACCOUNTING

Course/Paper: 01DMBA102  
DMBA Year-I

Management accounting, Financial Statement, Accounting Standard, Financial Accounting, Cash Flow statement, Account of non profit organization, budgeting.

**References:**

1. Advanced Accounting Vol. 1, Maheshwari, Vikas, N.D.
2. Management Accounting, Khan Jain, Vikas, N.D.
- 3.

### MARKETING PRINCIPLES

Course/Paper: 01 DMBA103  
DMBA YEAR-I

Nature of marketing, Strategic planning process, Marketing Organisation, Social Responsibilities in marketing, Market Targeting, Direct Marketing, Distribution, International Marketing, Overview of Rural Market, Product Planning, Marketing of Services, Organisation Buying Behaviour, Pricing, Advertising, Marketing Environment.

**References:**

1. Principle of Marketing, Kotler & Aemstrong, Pearson Education N.D.
2. Marketing Management, Datta & Datta, Pearson Education N.D.

### MANAGEMENT PRINCIPLES

Course/Paper: 01DMBA104  
DMBA YEAR-I

Management concepts, comparative management, management thoughts, environment of organization, communication techniques, leadership style, planning coordination, organization structure & departmentation, centralization & decentralization, social responsibility of business & managers, control, organization behavior.

**References:**

1. Management, Stonner, James & Others, Pearson Education N.D.
2. Management, Robbins & Coulter, Pearson Education N.D.

### QUANTITATIVE TECHNIQUES

Course/Paper: 01DMBA105  
DMBA YEAR-I

Introduction, correlation, Dispersion, Transportation, VAM Method, North West Corner, Lowest Cost entry method, Time Series, Queuing, Theory, Pure Birth Process, Pure Death Process & Different Queing Models.

**References:**

1. Quantitative Technique, Vohra N.D., T.M.H. N.D.
2. Quantitative techniques, C.R.Kothari, T.M.H. N.D.

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YEAR-II

## BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course/Paper: 02DMBA101

DMBA YEAR-II

Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance. Introduction to Strategic Management-Concept importance of strategic Management, types of Strategy. Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process.

Establishing company direction-developing strategic vision, setting objectives and crafting a strategy- Internal, Operating & External Environment, Formulating Long Term objective & Strategy, Strategic Analysis & Choice. Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities, Competitive Scope and the Value Chain, the Value Chain and Generic Strategies, Mergers & Acquisitions Strategies.

Strategy Implementation & Structure of strategy, Resource Management and Control, Ethics, Public Values & Social Responsibility  
Strategy Evaluation & Control.

References:

1. Strategic Management, P.K.Ghosh, S.Chand New Delhi.
2. Business Policy & Strategic Management, Dr. S.S. Chawhan, Proff. B.K.Garg. ABD

## PROJECT MANAGEMENT

Course/Paper: 02DMBA102

DMBA YEAR-II

Project Overview, Generation & Screening of Project Idea, Technical Analysis, Time Value of Money, Project Cash Flow, Risk Analysis in Project, Decision, Multiple projects & Constraint, Financing of Projects, Project Management, Project Review.

References:

1. Project Planning analysis selection, Prasan Chandra, TMH N.D.
2. Project management, Choudhary, TMH, ND

## INTERNSHIP PROGRAM

Course/Paper: 02DMBA201

DMBA YEAR-II

The student has to undergo an internship program for a period of 6 months; the topic should be based on their specialization subjects.

## OPTIONAL MAJOR PAPER I

### GROUP A - FINANCE

## INVESTMENT MANAGEMENT & SECURITY ANALYSIS

Course/Paper: 02DMBA104

DMBA YEAR-II

The Role of Security Markets in Economy. The Organization and Mechanics of Indian Security Markets- Various Securities and their Characteristics, Objective of the Security Analysis, functions of an Organized Security Market, Mechanics of Security Trading.

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Types of Security Markets and their Functions- Stock Exchanges, Depository. Role of SEBI with regard to Secondary Markets. Capital asset pricing model, arbitrage pricing theory, efficient market hypothesis, technical and fundamental analysis. Concept and trends of savings and investment in India. Stock market: concept, functions, regulations, working and reforms. Instruments of mobilizing investment: Types and characteristics. Comparison of investment options. IPO and secondary markets: reforms and trends, trading mechanism: on line trading, settlement period. Transaction cost in secondary markets, clearing settlement and depositories, integration of stock exchange and consolidation of intermediaries, listing requirements.

**References:**

1. Security Analysis & Investment Management M.R. Agarwal, Garima Publication.
2. Investment Management, Aswathappa, Himalaya Publication.

**INTERNATIONAL FINANCIAL MANAGEMENT**

Course/Paper: 02DMBA105

**DMBA YEAR-II**

International financial management: Genesis international flow of funds. Developments in international monetary system, Emergence of multinational financial management.

Balance of payment. Risk: political and country risk. Raising capital: Domestic & International introduction of Financial Management: Functions, Profit V/S Wealth Principle, Foreign Direct investment.

Parity conditions in International Finance- Purchasing Power Parity, Covered Interest Parity, Real interest Parity, Parity Conditions and Managerial Implications. Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment, International financing and investment strategies, managing short term assets and liabilities. Country Risk Analysis.

**References:**

1. Multinational Financial Management, Shapiro, PHI N.D.
2. International Financial management, Madhu vij, Excel books, N.D.

**GROUP B - MARKETING**

**ADVERTISING MANAGEMENT**

Course/Paper: 02DMBA106

**DMBA YEAR-II**

Introduction of Marketing Communication-Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication, Ethical issues in marketing communication. Marketing Communication Planning-Models of marketing communication, Developing control of marketing communication, marketing communication-planning procedure. Advertising objectives and planning - Meaning Definition and objectives of Advertising, Types of advertising, The advertising agency: Function & types, Advertising Agency compensation Creative strategy - Target market & creative objective, advertising Appeals, Creative format & creation stage, Copy testing and diagnosis.

Media planning & promotion - Environment analysis media object, Media strategy & media planning modes, Indoor media, out door media, Measuring Advertisement Performances, Current developments in advertising.

**References:**

1. Advertisement Management, Batra & others, PHI N.D.
2. Advertisement Management (In Indian Perspective), P.K. Agarwal, Pragati Prakashan.

**INTERNATIONAL MARKETING**

Course/Paper: 02DMBA107

**DMBA YEAR-II**

An Overview to International Business and Trade Theories - Introduction to Marketing Communication, Free Trade v/s Protection, Classical, Modern Theories, Gain and Terms of Trade.

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International Business Management - The Economic Environment, Social & Cultural, Political Legal and Regulatory Environment, Competitive Advantage in Global Environment, Market Entry Expansion and Partnership.

International Finance & Institutional Systems - Foreign exchange, Balance of payments, Importing and Exporting, Trade Blocks, International Monetary Fund & World Bank, The Triad and other manner

Strategic issue for international Marketing - Marketing Information System & Research, Segmentation, Targeting & Positioning, Planning process.

International Marketing Mix Elements - Product Decisions, Pricing Decisions, Marketing channel & place Decision Promotion decisions, Organizing & Controlling.

**References:**

- 1 International marketing, Kothari, Jain, Rbd.
- 2 International Marketing, Cateora, Tata Mc Graw Hill.

**GROUP C - HUMAN RESOURCE MANAGEMENT**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Course/Paper: 02DMBA108  
DMBA YEAR-II**

Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, "best fit" approach vs. "best practice" approach, HR strategy and the role of national context, and organizational context on HR strategy and practices, investment perspective of human resources.

Aligning HR systems with business strategy: Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource - non-substitutable resource, linking HRM practices to organizational outcomes - assessing and reducing costs - behavioral impact of HR practices -linking strategy to HRM practices - corporate HR philosophy and company wide HR standards - HRM leading strategy formulation.

HR Strategy in work force utilization: Efficient utilization of human resource - cross training and flexible work assignment - work teams - non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: Typology of performance types - marginal performers - under achievers - stars - solid citizens, managing employee ability - recruitment and selection strategy typology, incentive alignment, psychological contracting.

Evaluating HR Function: Overview of evaluation - scope - strategic impact - level of analysis - criteria - level of constituents - ethical dimensions, quantitative and qualitative measures - out come and process criteria, balanced score card perspective, bench marking, accounting for HRM - purpose of measuring cost and benefits of HRM - approaches to HRM performances - employee wastage and turn over rates - cost of absenteeism - measuring human resource cost.

**References:**

- 1 Strategic Human Resource Management, Rajiv Lochandhar, Excel books, N.D.
- 2 Human Resource Strategy A Behavioral perspective for the general Manager, George Dreher, Thomas w Dougherty. Tata Mc Graw Hill.

**TRAINING AND DEVELOPMENT**

**Course/Paper: 02DMBA-109  
DMBA YEAR-II**

Introduction to Training & Development - Training and Training needs Assessment, Training Design and Administration, Training methods, Technique & Aids, Training Strategy Performance Appraisal & Training - Learning through training, Adult Learning (Andragogy), Learning theories and learning Curve, Learning Styles

Training Process: An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules.

Trainer & Training Institutions - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP.

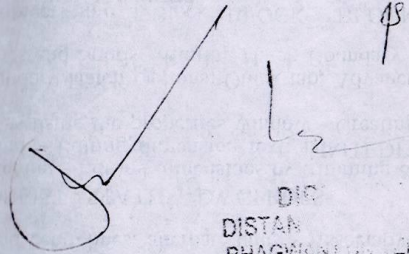
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Evaluation of Training - Training evaluation & ROI, Trainer of Training, Measurement Tools & Technique, Feedback Mechanism Training Methods and Techniques; Facilities Planning and Training Aids, Organizing the training Department, controlling training, Training Communication; Training Evaluation, Training and Development in India.

**References:**

- 1 Training Instruments for HRD & O.D., Udai Pareek, Tata Mc Graw Hill.
- 2 Employee Training & Development, Raymond A Noe, the Ohio State University, Tata Mc Graw Hill.



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Vice-Chancellor  
Bhagwant University  
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