



# बरकतउल्ला विश्वविद्यालय, भोपाल

क्रमांक 1076 अकादमी/पाठ्यक्रम/अ-1/12

भोपाल, दिनांक 04-06-12

## अधिसूचना

प्रबंधन विषय के अध्ययन मण्डल द्वारा निम्न पाठ्यक्रमों के प्रश्नपत्रों के सिलेबस में निम्नानुसार संशोधन किया गया है ।

क्र.	कक्षा	कोर्स नं.	संशोधित प्रश्न पत्र	प्रभावशील सत्र
1	BBA VI Sem	BSHR-2	Human Resource Management (Organization Development)	2011-12
2	MBA I (FT)	CP-102	Quantitative Methods	2012-13
3	MBA I (FT)	CP-106	Accounting for Managers	2012-13
4	MBA I (FT)	CP-----	Communication Skills	2012-13
5	MBA I (FT)	CP-107	Computer Application in Management	2012-13
6	MBA II (FT)	CP-204	Financial Management	2013-14
7	MBA III (FT)	FSF-4	Corporate Taxation	2012-13
8	MBA III(FT)	CP-301	Business Policy and Strategic Analysis	2012-13

अतः संलग्न संशोधित सिलेबस के अनुसार ही अध्यापन कराया जाना सुनिश्चित किया जाये। एवं शेष पाठ्यक्रमों के प्रश्नपत्रों का सिलेबस यथावत (सत्र 2.11-12 की भांति) रहेंगे।

कुलसचिव

भोपाल, दिनांक 04-06-12

पृ0क्रमांक 1076 / अकादमी/पाठ्यक्रम/अ-1/12

प्रतिलिपि:

- 1- आयुक्त एवं सचिव उच्च शिक्षा म.प्र. सतपुड़ा भवन भोपाल ।
- 2- समस्त संबद्धता प्राप्त महाविद्यालयों के संचालकों को इस अनुरोध के साथ कि उक्त अधिसूचना से विद्यार्थियों को अवगत कराने का कष्ट करें । संलग्न संशोधित सिलेबस के अनुसार ही अध्यापन कराया जाना सुनिश्चित किया जाये।
- 3- अधिष्ठाता, प्रबंध संकाय, ब.वि.वि. भोपाल की ओर सूचनार्थ ।
- 4- प्रो. विनय श्रीवास्तव अधिष्ठाता, छात्र कल्याण, ब.वि.वि. भोपाल की ओर सूचनार्थ ।
- 5- प्रो. के.एन.त्रिपाठी अधिष्ठाता महाविद्यालयीन विकास परिषद ब.वि.वि. भोपाल
- 6- अध्यक्ष एवं सदस्यगण, प्रबंध अध्ययन मण्डल की ओर सूचनार्थ ।
- 7- प्रो. एस.व्ही.एस. राजपूत परीक्षा नियंत्रक बरकतउल्ला विश्वविद्यालय की ओर सूचनार्थ ।
- 8- उप-कुलसचिव गोपनीय कक्ष बरकतउल्ला विश्वविद्यालय की ओर सूचनार्थ ।
- 9- सहा-कुलसचिव परीक्षा/गोपनीय/भण्डार कक्ष बरकतउल्ला विश्वविद्यालय की ओर सूचनार्थ ।
- 10- संबंधित सहायक परीक्षा/गोपनीय/भण्डार कक्ष बरकतउल्ला विश्वविद्यालय की ओर सूचनार्थ ।
- 11- श्रीमती विद्या गामड़ जनसंपर्क अधिकारी बरकतउल्ला विश्वविद्यालय की ओर सूचनार्थ ।
- 12- प्रभारी मित्र कार्यालय बरकतउल्ला विश्वविद्यालय की ओर सूचनार्थ ।
- 13- श्री अमित दत्ता बेवसाइट प्रभारी की ओर इस आशय के साथ कि कृपया इस अधिसूचना के साथ संलग्न संशोधित प्रश्न पत्रों के सिलेबस की अधिसूचना एवं सिलेबस को विश्वविद्यालय की पर अपलोड करने का कष्ट करें ।
- 14- कुलपति के निज सहायक के माध्यम से कुलपतिजी की ओर सूचनार्थ ।
- 15- कुलसचिव के निज सहायक के माध्यम से कुलसचिवजी की ओर सूचनार्थ ।
- 16- सम्पादक,समस्त दैनिक समाचार पत्रों की ओर इस निवेदन के साथ प्रस्तुत है कि उक्त अधिसूचना को अपने लोकप्रिय समाचार पत्र में उक्त अधिसूचना को समाचार के रूप में प्रकाशित करने की कृपा करें ।
- 17- संबंधित नस्ती ।

(डॉ. वी. भारती)

उपकुलसचिव, अकादमी

**BARKATULLAH UNIVERSITY, BHOPAL**  
**BBA-VI SEMESTER**  
**(REVISED SYLLABUS)**  
**BSHR-2**

**HUMAN RESOURCE MANAGEMENT**  
**ORGANIZATIONAL DEVELOPMENT**

**Maximum Marks: 35**  
**Min. Pass marks : 14**

**COURSE CONTENTS**

- UNIT-I Organizational Development:-** Overview, Concept, Meaning, Objectives, Assumptions of OD, Values and Beliefs in OD.
- UNIT-II OD Process :** OD Process, General CD Competencies.
- UNIT-III OD Intervention Strategies** - Interpersonal, Team, Inter-Group and Structural.
- UNIT-IV Evaluation :-** Evaluation of CD, Ethics of CD Professionals.
- UNIT-V** Power, Politics and Organizational Development, Changing Environment Future and Organizational Development

**SCHEME OF EXAMINATION:**

Total Marks: (Internal 15, External 35) 50 marks

**SUGGESTED READINGS**

1. French, W H and Bell, CH. 'Organization Development'. New Delhi, Prentice Hall of India,
2. French, W L, Organization Development Theory, Practice and Research' Universal Book stall,. Delhi,
3. Abad, Ahmad. 'Developing Effective Organization'. Sri Ram Centre for Industrial Relations, New Delhi.
4. Harvey, D F and Brown, D R An Experiential Approach to Organization Development'. Englewood Cliffs, New Jersey, Prentice Hall Inc.,
5. H use, FE. and Cummings, T. G. 'Organization, Development and Change'. 3<sup>rd</sup> ed. New York, West, 1985
6. Sudan & Naveen Kumar, 'Organization Effectiveness and Change', Anmol Pub. 2004.
7. Weiss W. Joseph, 'Organization Behaviour & Change', South Westan Pub. Ind. Ed. Vikas Pub.

**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-I SEMESTER**  
**(REVISED SYLLABUS)**

**QUANTITATIVE METHODS**  
**COURSE NO. CP: 102**

**Max. Marks (Ext. Exam): 80**  
**Mm. Pass Marks 20**

**OBJECTIVES:**

The objective of the course is to make the students familiar with some basic statistical techniques. The main focus, however, is in their applications in business decision making.

**COURSE CONTENTS:**

- UNIT -I** Statistical basis of managerial decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency — Mean, Median, Mode, Requisite of ideal measures of Central techniques, Merits, Demerits of Mean, Median Mode and their managerial application.
- Unit-II** Dispersion Measures of dispersion range, Q.D., M.D., S.D., coefficient of variation, skewness, kurtosis.
- Unit-III** Theory of Probability and probability distribution-Mathematical probability, Trial and event, sample space, Simple problem based on sample space, Binomial, Poisson, Normal distribution and their application in business decision making.
- Unit-IV** Correlation and regression analysis — Karl Pearson's coefficient of correlation, rank correlation, repeated ranks, spearman's rank correlation, regression equation, Regression coefficient, Time Series analysis and forecasting.
- Unit-V** Sampling Concepts and Theory Z-test and T-test for difference of Means and management test in management F-test.

**SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

**PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers) 4 out of 8  $4 \times 8 = 32$  Marks.

Sec. B: (Essay type & case) 3 out of 5  $3 \times 16 = 48$  Marks.

**SUGGESTED READINGS:**

1. Gupta, S.P. and Gupta M.P. 'Business Statistics'. New Delhi, Sultan Chand, 1997.
2. Levin Richard I and Rubin David S. 'Statistics for Management'. New Jersey, Prentice Hall Inc., 1995.
3. Elhance, 'Fundamental of statistics for Management'.
4. "Statistics for Management", T.N. Srivastava and Shailaja Rego, TMH Education.

**BARKATULLAH UNIVERSITY, BHOPAL**

**MBA (FT)-I SEMESTER  
(REVISED SYLLABUS)**

**MODIFIED/PROPOSED/SUGGESTED**

**ACCOUNTING FOR MANAGERS**

**COURSE NO. CP-106**

**Max. Marks (Ext. Exam): 80**

**Min. Pass Marks : 32**

**OBJECTIVES:**

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision- making and control.

**COURSE CONTENTS:**

- Unit-I** Financial Accounting-Concept, Importance and Scope, Principles of Double Entry, Ledger Accounting, Preparation of Trial Balance
- Unit-II** Preparation of Financial Statements- Profit and Loss Account and Balance Sheet; Depreciation Accounting.
- Unit-III** Financial Statement analysis- Comparative Statement; Common Size Statements; Ratio analysis, Cash Flow and Fund Flow Analysis
- Unit-IV** Management Accounting Concept; Needs, Importance; Basic Concepts of: Budget, Budgetary Control and Zero Base Budgeting
- Unit-V** Cost Accounting- Records and Processes, Types of Cost, Cost Sheet, Basic Concepts of: Standard Costing and Variance Analysis.

**SCHEME OF EXAMINATION:**

Total Marks: (Internal 20, External 80) = 100 marks

**PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers) 4 out of 8  $4 \times 8 = 32$  Marks.

Sec. B: (Essay type & case) 3 out of 5  $3 \times 16 = 48$  Marks.

**SUGGESTED READINGS:**

1. Anthony R n and Reece, J. S. 'Accounting Principles', 6th ed. Homewood, Illinois Richard D, Irwin, 1995.
2. Bhattacharya S K and Dearden J. 'Accounting for Management'. Text and Cases. New Delhi, Vikas 1996.
3. Sharma & Gupta, 'Management Accounting' Kalyani Publication.
4. Pandey I.M., 'Management Accounting', Vikas Publication.
5. RAC. Ram Gopal, "Accounting for manager," New Age Publisher.
6. Accounting for non specialized by Jones, Wiley.

**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-I SEMESTER**  
**(REVISED SYLLABUS)**

**COMMUNICATION SKILLS (Proposed Syllabus)**

**COURSE CONTENTS:**

- Unit-1** Meaning, nature, need, types of communication: Oral, Written & non verbal, Upward, Downward & Lateral, Theories of Communication, Process of communication, barriers to effective communication.
- Unit-2** Writing Strategies: Letter writing, types of business letters, Do's and Don'ts of business letters, Business Memos, resume writing, Essentials of resume writing, Importance of resume and covering letter.
- Unit-3** Communication for employment: Strategies to develop effective communication skills, Speeches, Public Speaking, Interviews, group discussion, Conferences, Effective Listening, and Grapevine Communication.
- Unit-4** Type of Non Verbal Communication: meaning and importance Kinesics, Proxemics, Chronemics, Paralanguage and Artefacts, Business etiquettes: Dressing & Grooming, Business Meals, Table Manners.
- Unit-5** Report Writing: Types and structure of reports, drafting reports, Introduction to electronic communication, designing and delivering business presentations.

**SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

**PATTERN FOR EXTERNAL EVALUATION:**

- Sec. A: (Short Answers) 4 out of 8                      4 x 8 = 32 Marks.  
Sec. B: (Essay type & case) 3 out of 5                      3 x 16 = 48 Marks.

**SUGGESTED READINGS:**

1. Rodriques, M.V., Effective Business Communication, Concept Publishing Company, Delhi. 2003.
2. Rayudo. C.S., Communication, Himalaya Publishing House, Delhi 2008.
3. Sinha, K.K., Business Communication, Galgoita Publishing Company, New Delhi 2006.
4. Raymond V. Lesikar, John D. Pettit, Jr. Business Communication-Theory and Application, AITBS Publishers & Distribution, Delhi, 1999.
5. Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Effective Business Communication, Tata McGraw- Hills Publishing Company Limited, New Delhi, 2008.
6. Diwan Parag, Business Communication, Excel Books, New Delhi, 1997.



**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-I SEMESTER**  
**(REVISED SYLLABUS)**

**PROPOSED NEW SYLLABUS**  
**Computer Applications in Management**  
**Course Code : CP-107**

**MAX. MARKS (EXT. EXAM): 80**  
**MIN. PASS MARKS : 32**

**Preamble**

The objectives of this course include developing an appreciation of various software, hardware and communication systems available in the industry among the students. The capture, storage, management and retrieval of organizational data are essential to provide information necessary for effective decision making. Therefore managers require computer skills to enable them perform their duties effectively.

**COURSE CONTENTS**

**UNIT -I Basics**

- Introduction to Computers Basics-Hardware & Software, Types of Software, Computers Basics-Hardware & Software, Types of Software, Operating System Features, Operating System as Manager, Application Programs & packages, System Security, Virus, types of virus, Antivirus, firewall
- Introduction to IS-TPS, MIS, DSS, EIS & Enterprise Information Systems
- Keyboard & mouse skills
- Computer buying-decisions
- **Tapping Information Library-Searching Skills**
  - Search & Browse skills using Internet,
  - Web Page (HTML, FORMS) basics - Working with HTML tags, Colors, hyperlinks, unordered lists, definition lists, marquee, tables, Forms
  - Websites, Web Servers, Web Hoisting & Email Basics
  - Effective use of Blogs, Forums from a business perspective
  - Internet as Collaboration Tool - Cloud Computing
  - E-Commerce Understanding of E-commerce, generation of E-commerce, need & importance of E-commerce, application of E-commerce

**UNIT-II Information Processing- Analyses Skills**

- Excel Basics-Spreadsheet, Range, formulas, functions, Charts
- Excel As Analyses Tool - Understand 'what if analysis, Use of Solver and Scenario Manager & Pivot Tables to analyze data.

- Excel Built-in Functions- Commonly used functions from Date & Time, Logical, Financial, Statistical function groups
- Databases at your fingertips
- Basic concepts, database management system architecture, Relational database concepts
- Manage a database list in Ms Access by sorting, finding and summarizing data.

**UNIT -III Presentation & Reporting**

- MS Power point basics, Using power point templates and slide layouts, slide transition and animation, presentation views and slide show, Creating a business plan using built-in templates

**UNIT -IV Documentation Basics**

- MS Word Basics, Formatting text and documents, working with header footer, tables, mail merge, using built-in document templates

➤ **Communication Workshop**

- MS Outlook basics, email account settings management
- Mail merge using Ms Excel as data source and Outlook as email client

**UNIT -V Data Communication**

- Computer Networks (LAN, MAN, WAN), network hardware, reference model, Transmission mode, Transmission media (Guided, Unguided)

**SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

**PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

**Suggested Readings:**

1. Working with MS Office-Tata McGraw Hill 2. Office 2007
2. Bible, John Walkenbach, Wiley India
3. Fundamentals of Database Management System, Renu Vig, Ekta Walo, Indian Society of Technical Education
4. Networking, Joseph R Levy
5. Mastering HTML-Ray & Ray, BPB Publication
6. The Antivirus Book-Saumil U Shah
7. E-Commerce Strategies- Charles Trepper, PHI

**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-II SEMESTER**  
**(REVISED SYLLABUS)**

**MODIFIED/PROPOSED/SUGGESTED**  
**FINANCIAL MANAGEMENT**  
**Course No. CP : 204**

**Max. Marks (Ext. Exam) . 80**  
**Min. Pass Marks : 32**

**OBJECTIVES:**

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

**COURSE CONTENTS:**

- Unit-I** Aims and Objectives of Financial Management, Du Pont Analysis, Economic Value Added, Cost Volume Profit Analysis
- Unit-II** Instruments of Long Term Finance, Share Capital, Debentures/ Bonds, Hybrid Instruments, Venture Capital, Time Value of Money, Operating Leverage, Financial Leverage & Combined Leverage
- Unit-III** Cost of Different sources of Raising Capital, Weighted Average Cost of Capital; Capital Structure Theories and Optimum Capital Structure.
- Unit-IV** Capital Budgeting, Methods of Capital Budgeting - Traditional Methods, Pay Back Period, ARR, Discounted Cash Flows, NPV, IRR, Profitability Index
- Unit-V** Management of Working Capital-Cash Receivables and Inventory management. Internal Financing and Dividend Policy.

**SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

**PATTERN FOR EXTERNAL EVALUATION:**

Sec. A: (Short Answers) 4 out of 8  $4 \times 8 = 32$  Marks.

Sec. B : (Essay type & case) 3 out of 5  $3 \times 16 = 48$  Marks.

**SUGGESTED READINGS:**

1. Hampton, John, 'Financial Decision Making', Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
2. Van Home, James C. 'Financial Management and Policy', ed, New Delhi, Prentice Hall of India, 1997.
3. Pandey I. M., 'Financial Management', Vikas Publication.
4. Khan & Jam, 'Financial Management', Tata Mc Graw Hill.
5. Prasanna Chandra., 'Financial Management', Tata Mc Graw Hill.
6. Sharma & Gupta, 'Financial Management', Kalyani Publication.
7. Financial Management, Shah, Wiley.

**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-III SEMESTER**  
**(REVISED SYLLABUS)**

**CORPORATE TAXATION**  
**COURSE NO. FSF-4**

**Max. Marks (Ext. Exam): 80**  
**Min. Pass Marks : 32**

**OBJECTIVES:**

The objective of this course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

**COURSE CONTENTS:**

- UNIT-I** Basic Concepts of Income Tax; Residential status of a Company; Computation of Income. Set off and Carry forward of Losses, Minimum Alternative Tax (MAT), Alternative Minimum Tax (AMT).
- UNIT-II** Computation of Tax Liability; Dividend distribution tax. Meaning and Scope of Tax Planning and Location of Undertaking.
- UNIT-III** Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends.
- UNIT-IV** Tax Planning Relating to Amalgamation and Merger of Companies.
- UNIT-V** Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, etc.

**SCHEME OF EXAMINATION:**

Total Marks : (Internal 20, External 80) = 100 marks

**PATTERN FOR EXTERNAL EVALUATION:**

- Sec. A: (Short Answers) 4 out of 8                      4 × 8 = 32 Marks.
- Sec. B: (Essay type & case) 3 out of 5                3 × 16 = 48 Marks.

**SUGGESTED READINGS:**

1. Ahuja, G K & Gupta, Ravi Systematic Approach to income Tax. Allahabad, Bharat Law House, 1999
2. Kyengar, A.C. Sampat law of Income Tax. Allahabad, Bharat Law House, 1981.
3. Kanga, J B and Palkhivala, N A Income Tax. Bombay, Vol. 1.3, N M Tripathi.
4. Ranina, H P Corporate Taxation: A Handbook. 2' ed., New Delhi, Oriental Law House, 1985
5. Singhania, V K Direct Taxes: Law and Practice. Delhi, Taxman, 1991.
6. Srinivas, E A Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill, 1986.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**BARKATULLAH UNIVERSITY, BHOPAL**  
**MBA (FT)-III SEMESTER**  
**(REVISED SYLLABUS)**

**(NEW) BUSINESS POLICY AND STRATEGIC ANALYSIS**

**COURSE CODE CP-301**

**Max Marks (Ext. Exam): 80**

**Mm Pass Marks : 32**

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

**COURSE CONTENTS**

**UNIT-I** Business Policy as a field of Study: General Management Point of View; Vision; Mission, Objectives and Policies;

**UNIT-II** Environmental Analysis and Internal Analysis; SWOT Analysis;

**UNIT-III** Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model. II

**UNIT-IV** Industry Analysis; Concept of Value Chain;

**UNIT-V** Framework for Analysing Competition; Competitive Advantage of a Firm.

**SCHEME OF EXAMINATION;**

Total Marks: (Internal 20, External 80) = 100 Marks

**PATTERN FOR EXTERNAL EVALUATION:**

Sec. A. (Short Answers)            4 Out of 8    4×8= 32 Marks

Sec. B (Essay type & case)        3 Out of 5    3×16=48 Marks

**SUGGESTED READINGS :**

1. Ansoff, H Igor, Implanting Strategic Management Englewood cliffs, New Jersey, Prentice Hall Inc., 1984
2. Budhiraja; S B and Athereya, M B. Cases in Strategic Management New Delhi, Tata MaGraw Hill, 1986
3. Christensen, C. R. etc. Business Pokicy; Text and Cases, 6th ed., Homewood Illinois, Richard D. Irwin, 1987
4. Glueck, Willam F. Strategic Management and Business Po.icy, 3ft1 ed New York, McGraw Hill, 1988
5. Hax, A C and Majluf, NS. Strategic Management Englewood Chiffs, New Jersey, Prentice Hall Inc. , 1984
6. Hamel, G and Prahlad, C. K. Competing for the Future Boston, Harvard Business School Press, 1994
7. Peters, Tom. Business School in a Box New York, Macmillan, 1995
8. S.Lomesh & P.K. Mishra, Business Policy & Strategic Management, Vikas Pub. House.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.