

# SYLLABUS FOR MASTER OF BUSINESS ADMINISTRATION (MBA)

(Semester: I & II)

Session: 2018-19



DIRECTORATE OF OPEN AND DISTANCE LEARNING (ODL)

GURU NANAK DEV UNIVERSITY, AMRITSAR

(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)

Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University With Potential For Excellence' Status And 'Category-I University' As Per University Grants Commission (F.No. 1-8-2017/(CPP-II) Dated 12/02/2018)

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**MASTER OF BUSINESS ADMINISTRATION (SEMESTER SYSTEM) under Directorate of  
Open & Distance Learning, Guru Nanak Dev University, Amritsar**

**Eligibility:**

Bachelor/Master Degree in any discipline or equivalent examination with 50% marks in aggregate.

**SEMESTER I:**

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
ODMBA-101T	Principles of Management and Organizational Behaviour	20	80	100	4
ODMBA-102T	Business Environment	20	80	100	4
ODMBA-103T	Business Economics and Statistics	20	80	100	4
ODMBA-104T	Production and Operations Management	20	80	100	4
<b>Total Marks and Credits</b>		<b>80</b>	<b>320</b>	<b>400</b>	<b>16</b>

**SEMESTER II:**

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
ODMBA-201T	Accounting and Business Finance	20	80	100	4
ODMBA-202T	Marketing Management	20	80	100	4
ODMBA-203T	Human Resource Management	20	80	100	4
ODMBA-204T	Business Research Methods	20	80	100	4
<b>Total Marks and Credits</b>		<b>80</b>	<b>320</b>	<b>400</b>	<b>16</b>

## ODMBA-101T -Principles of Management and Organizational Behaviour

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

### Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### Section A

Concept and nature of management; Management as profession; Universality of management; applying management theory in practice; effective management. Taylor and scientific management; Fayol's administrative management and principles. Management process and skills: nature of management process; Functions at various levels of Management; Functional areas of management; Management skills

### Section B

Fundamentals of Planning: Concept of planning; Types of plans; Management by Objectives

Decision Making: Concept of decision and decision making; problem solving

Fundamentals of organising: Concept of organisation and organising; factors affecting organisation structure; Forms of organisation structure: line organisation structure; line and staff organisation structure; functional organisation structure, divisional organisation structure, project organisation structure, matrix organisation structure, team based organisation.

Authority and Responsibility: Concept; delegation of authority; centralisation and decentralisation.

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**Section C**

Fundamentals of Staffing and Directing: Concept; Manpower planning; Direction and supervision

Communication: Concept; Communication process; communication symbols; communication network; barriers in communication.

Coordination: Types and techniques

Fundamentals of controlling: Concept; controlling and management by exception; design of effective control system.

**Section D**

Managing Organisational Behaviour: Introduction; Emerging Issues in Organisational Behaviour; Framework of Organisational behaviour; Managing Organisational Misbehaviour

Learning: Importance of Learning; Barriers to Learning.

Managing Group Dynamics: Introduction; Types of groups; Functions of groups

Managing Conflicts: Introduction; attitude towards conflict



**Recommended Books:**

1. L.M Prasad “Principles and Practice of Management”, Latest Edition, Sultan Chand & Sons
2. Kavita Singh “Organisational Behaviour”, Latest Edition, Pearson Publication, New Delhi

**Suggested Readings:**

1. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, New Delhi, McGraw-Hill, 2010.
2. Richard L Daft, The New Era of Management, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, Management and Organizational Behaviour, New Delhi, Thomson, 2007.
4. Stephen P Robbins, Mary Coulter and Neharika Vohra, Management, New Delhi, Pearsons, 2011
5. Sekaran,Uma, Organizational Behaviour: Text and Cases, New Delhi, Tata McGraw Hill, 2007.
6. <http://swayam.gov.in/>
7. <http://edx.org> formerly <http://mooc.org/>

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**ODMBA-102T –Business Environment**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 20 Marks**

**End Term: 80 Marks**

**Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above.  
In no case a question should be asked outside the syllabus.

**Section A**

Introduction of Business environment: Types of environment; internal environment; external environment; micro environment; macro environment; Competitive structure of industries competitor's analysis; environmental analysis.

Economic Environment: Nature of the economy; structure of the economy; economic policies; economic conditions.

Political and Government environment: Functions of State; economic roles of government; government and legal environment; economic roles of government in India; the constitutional environment.

**Section B**

Natural environment; Technological environment; innovation; technological leadership and followership; technology and competitive advantage.

Social Responsibility of Business: Classical and contemporary views; social orientation of business; factors affecting social orientation; responsibilities to different sections; the Indian Situation.

Consumer Rights; exploitation of consumers; consumerism; consumer protection; consumer protection and consumerism in India; introduction to Consumer Protection Act

### **Section C**

Privatisation and Disinvestment: Expansion of public sector and its defects; privatisation reaction; ways of privatisation; obstacles; conditions for success of privatisation; benefits of privatisation; arguments against privatisation; pitfalls of privatisation.

Company Law in India- A brief note; objectives of Companies Act, 2013; classification of Companies; Incorporation of company; MOA; AOA.

### **Section D**

Monetary policy; measures of money stock; monetary policy and money supply; instruments of monetary policy; fiscal policy.

Planning in India: NITI AAYOG- Introduction and its functions

Globalisation of world economy; globalisation of business; features of current globalisation; globalisation stages; essential conditions for globalisation; foreign market entry strategies; pros and cons of globalisation; policy options; globalisation of Indian business.

### **Recommended Books**

1. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.

### **Suggested Readings:**

1. V. K. Puri & S. K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.

2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.

3. V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.

4. K Ashwathappa, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.

5. <http://swayam.gov.in/>

6. <http://edx.org/> formerly <http://mooc.org/>

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**ODMBA-103T –Business Economics and Statistics**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 20 Marks**

**End Term: 80 Marks**

**Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

**Section A**

Theory of Demand: Meaning; Law of demand; determinants of demand; Extension and contraction of demand; Increase and decrease of demand

Elasticity of demand: Meaning of Price Elasticity of demand; Degree and Measurement of Price elasticity of demand; Factors determining the price elasticity of demand; Income elasticity of demand; Cross elasticity of demand.

Utility Analysis: Meaning; Concept; relation between Total utility and Marginal utility; Law of diminishing marginal utility; Law of Equi-Marginal utility.

**Section B**

Indifference curve Analysis: Meaning; Law of Diminishing marginal rate of substitution; properties of Indifference curve(IC).

Concept of revenue: Meaning; concepts; Relation between Total, Average and Marginal Revenue.

Theory of production: production function, Law of variable proportion; law of diminishing returns; law of increasing returns; law of constant returns; law of returns to scale; internal and external economies, internal and external diseconomies.

Types of Markets: Perfect, Monopoly and Monopolistic Competition (Introduction and difference).

### **Section C**

Measures of Central Tendency: Mean, Median, Mode

Measures of Dispersion: Standard deviation and Coefficient of Variation.

Index Numbers: Meaning and importance, Methods of construction of Index

Numbers: Weighted and unweighted; Simple Aggregative Method, Simple Average of Price Relative Method, Weighted index method: Laspeyre's method, Pasche's method and Fisher's method.

### **Section D**

Correlation analysis: Simple correlation between two variables (Grouped and Ungrouped data), Rank correlation.

Regression; Simple Regression analysis

Theory of Probability: Meaning of probability; Addition and Multiplication theorems of probability

### **Recommended Books:**

1. T.R. Jain and O.P. Khanna "Managerial Economics", Latest Edition, V K Publications
2. T.R. Jain & S.C. Aggarwal "Statistics", Latest Edition, V K Publications

### **Suggested Readings:**

1. Levin, Richard and David S Rubin :Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>



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**ODMBA-104T – Production and Operations Management**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 20 Marks**

**End Term: 80 Marks**

**Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

**Section A**

Production and Operations management: Introduction; Operations Strategy; Scope of Operations Management; Materials Management in production system; Operations management: historical background. Facilities Planning: Process Selection.

Facilities Planning: Location- Factors affecting location; Government control on location of industries.

**Section B**

Facilities layout and Material handling: material handling systems. Capacity Planning.

Work design: Introduction, Job Design: Introduction

Production Planning and control: Introduction; Meaning; Procedure.

**Section C**

Planning and control of projects: Project Management: Stages in project management; PERT and CPM

Managing Quality: Quality; Relationship between quality and cost

**Section D**

Supply Chain Management: Outsourcing; fundamentals of purchasing; Sources of supply: vendor selection and rating; buyer seller negotiations; pricing decisions; purchase timing decisions.

Inventory Management: Independent demand inventory- Concept; Types of Inventory Costs; Classifying Models; EOQ; Safety or Buffer stock; ABC Analysis; Just In Time; KANBAN

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**Recommended Books:**

1. S.A. Chunawalla & D.R. Patel “Production and operations management”, Latest Edition, Himalaya Publishing House

**Suggested Readings**

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. <http://swayam.gov.in/>
6. <http://edx.org/> formerly <http://mooc.org/>

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**ODMBA-201T –Accounting and Business Finance**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 20 Marks**

**End Term: 80 Marks**

**Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above.  
In no case a question should be asked outside the syllabus.

**Section A**

Introduction to Accounting: Relationship and difference between Accountancy, Accounting and Book Keeping; Accounting Cycle; Users of Accounting Information and their Needs; Advantages and Limitation of Accounting; Basic Accounting terminology; Double entry system of Book keeping; Accrual basis and Cash basis of Accounting; Basic Assumptions and Principles of Accounting; Accounting Equation: Meaning; Procedure for developing an Accounting Equation

**Section B**

Journalising, Posting and Balancing: Meaning of an Account; Meaning and Rules of Debit and Credit; Journalizing; Ledger; Trial Balance.

Financial statement: Meaning; Usefulness; Elements of Financial Statements; Recognition of Assets, Liabilities, Income and Expenses; Preparation of Financial Statements (without adjustments); Trading Account; Profit and Loss Account; Balance Sheet.

**Section C**

Analysis of Financial Statements: Financial ratios-liquidity, turnover, profitability, leverage ratios; Du Pont Analysis.

Capital Budgeting process; Project classification; Investment criteria; Techniques of Capital Budgeting: Net present value; Benefit-cost ratio; Internal Rate of Return; Payback period; Accounting Rate of return; investment appraisal in practice.



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**Section D**

Sources of Long term Finance: equity capital; internal accruals, preference capital; terms loans; debentures.

Working Capital policy: factors influencing working capital requirement; level of current assets; current assets financing policy; operating cycle and cash cycle.

**Recommended Books:**

1. P.C.Tulsian, "Financial Accounting", Latest Edition, Pearson Education
2. Prasanna Chandra, "Financial Management", Lasted Edition, McGraw Hill Education

**Suggested Books:**

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management-Text and Cases", Vikas Publishing House.
2. Lele RK. And Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, CharlesT., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases",McMillan.
6. I M Pandey, "Financial Management" Vikas Publications
7. <http://swayam.gov.in/>
8. <http://edx.org/> formerly <http://mooc.org/>

**MASTER OF BUSINESS ADMINISTRATION (SEMESTER SYSTEM) under Directorate of  
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**ODMBA-202T –Marketing Management**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 20 Marks**

**End Term: 80 Marks**

**Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

**Section A**

Meaning of Marketing; Importance and Scope of Marketing; Concepts of Marketing Activities.

Component of a Modern Marketing Information System; Internal Records and Marketing Intelligence; Analysing the Macroenvironment; The Demographic Environment

The Marketing Research System; The Marketing Research Process; Forecasting and Demand Measurement

**Section B**

Customer Relationship Management; Attracting, retaining and growing customers.

Factors Influencing Consumer Behaviour; The Buying decision process- The Five Stages Model

Levels of Market Segmentation; Segmenting Consumer Markets; Market Targeting.

Developing and Communicating a Positioning Strategy; Differentiation Strategies; Product Life-Cycle Marketing Strategies.

**Section C**

Understanding Pricing; Setting the Price; Adapting the Price

Marketing Channels and Value Networks; Channel- Design Decisions; Channel- Management Decisions; E-Commerce Marketing Practices

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**Section D**

Role of Marketing Communications; Developing Effective Communications;  
Developing and Managing an Advertising Program; Deciding on Media and Measuring  
Effectiveness; Sales Promotion  
Direct Marketing; Managing the sales force

**Recommended Books:**

1. Philip Kotler and Kevin Lane Keller, "Marketing Management", Latest Edition, Pearson

**Suggested Books:**

1. Rama swamy, V.S. and Nama kumari, S., Marketing Management: Global Perspective, Indian Context, 4<sup>th</sup> edition, Mac Millan.
2. Kurtz, David L. and Boone, Louis E. , Principles of Marketing, Thomson South-Western, 12<sup>th</sup> edition.
3. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
4. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>

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**ODMBA-203T – Human Resource Management**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 20 Marks**

**End Term: 80 Marks**

**Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

**Section A**

Understanding the Nature and Scope of Human Resource Management: Nature of HRM; HRM Functions and Objectives; Organisation for HR Department; Personnel Policies and Principles; Skills for HR Professionals; Jobs and Careers in HRM

Analysis of Work, Designing Jobs and Job Evaluation: Nature of Job Analysis; The process of Job Analysis; Job Design; factors affecting Job Design; Job Design Approaches; Job evaluation; Job evaluation process; Methods of Job evaluation.

**Section B**

Recruitment: Purpose and Importance; Recruitment Process.

Selecting Right Talent: Selection as a source of Competitive Advantage; Selection Process; Barriers of Effective Selection; Making Selection Effective.

Training and Development, Career Management and Talent Management: Nature of Training and Development; The Training Process; Career Development.

### **Section C**

Appraising and Managing Performance: Nature of performance appraisal; appraisal process; Challenges of performance appraisal.

Compensation Management: Importance of an Ideal Compensation System; factors Influencing Employee Compensation; devising a Compensation Plan; Challenges of Compensation.

### **Section D**

A Safe and Healthy Environment: Safety; Types of accidents; Safety Programme; ISO Safety Standards; Managing Ethical Issues in Human Resource Management

Contemporary Challenges in Human Resource Management: Outsourcing HR Activities; BPO and Call Centres; Managing Diversity; Globalisation

#### **Recommended Books:**

1. K Aswathappa, "Human Resource Management: Text and Cases", Latest edition, McGraw Hill Education

#### **Suggested Readings:**

1. Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia.
2. Durai, Pravin, "Human Resource Management", New Delhi, Pearson.
3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "Human Resource Management: Gaining a Competitive Advantage," New Delhi, McGraw-Hill.
4. Mathis, Robert L. and Jackson, John H., "Human Resource Management," New Delhi, Thomson.
5. <http://swayam.gov.in/>
6. <http://edx.org/> formerly <http://mooc.org/>



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**ODMBA-204T – Business Research Methods**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 20 Marks**

**End Term: 80 Marks**

**Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above.  
In no case a question should be asked outside the syllabus.

**Section A**

Business Research Methods: Introduction; Difference between basic and applied research; Defining business research; Business research methods-A Decision Making.

Business Research Process design: Introduction and process

Measurement and Scaling: need of measurement; scales of measurement; the criteria for good measurement.

**Section B**

Questionnaire design: Meaning of questionnaire and questionnaire design process.

Sampling and sampling distributions: sampling; Need of sampling; the sampling design process; random sampling methods; non-random sampling; sampling and non-sampling errors; sampling distribution-normal distribution

Secondary data sources: Meaning of primary and secondary data; benefits and limitations of using secondary data; classification of secondary data sources.

**Section C**

Data collection: survey and observation; survey method of data collection; a classification of survey methods; observation techniques

Experimentation: Internal and external validity in experimentation; threats to the internal validity of experimentation; experimental designs and their classification.

Field work and data preparation; data preparation process.

### **Section D**

Statistical inference: hypothesis testing for single population; introduction to hypothesis testing; hypothesis testing procedure; two tailed and one tailed test of hypothesis. Type I and Type II errors; Hypothesis testing for a single population mean using the Z statistics and t statistics.

Statistical inference: Hypothesis testing for two population- Hypothesis testing for the difference between two populations means using Z statistics and t statistics;

Statistical inference about the difference between the means of two related populations.

### **Recommended Book:**

1. Naval Bajpai, "Business Research Methods", Latest Edition, Pearsons.

### **Suggested Readings**

1. Malhotra, Naresh and Dash, Satyabhushan Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson, 2010
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9<sup>th</sup> Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
4. <http://swayam.gov.in/>
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