

## **First Semester.**

### **MBA 011 : PRINCIPLES & PRACTICE OF MANAGEMENT**

**Max. Hours : 40**

#### **UNIT I (8 Sessions)**

Management: Concept, Nature, Importance; Management : Art and Science, Management As a Profession,

Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers.

Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative

Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision

Theory Approach.

Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.

#### **UNIT II (10 Sessions)**

Introduction to Functions of Management

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning,

Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design.

#### **UNIT III (10 Sessions)**

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training &

Development, Performance Appraisal

Directing: Concept, Direction and Supervision

Motivation: Concept, Motivation and Performance, Theories Of Motivation, Approaches for Improving

Motivation, Pay and Job Performance, Quality of Work Life, Morale Building.

#### **UNIT IV (12 Sessions)**

Leadership: The Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership

Development.

Communication: Communication Process, Importance of Communication, Communication Channels, Barriers to

Communication.

Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated

Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total

Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

Change and Development: Model for Managing Change, Forces for Change, Need for Change, Alternative

Change Techniques, New Trends in Organisational Change.

#### **Suggested Reading:**

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6<sup>th</sup> Edition)
2. Koontz - Principles of Management (Tata Mc Graw Hill, 1<sup>st</sup> Edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 8<sup>th</sup> Edition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 5<sup>th</sup> Edition)

5. Hillier Frederick S. and Hillier Mark S. - Introduction to Management Science: A Modeling and Case Studies

Approach with Spreadsheets (Tata Mc Graw Hill, 2<sup>nd</sup> Edition 2008)

6. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill,

12<sup>th</sup> Edition 2008)

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## **MBA 012 : MANAGERIAL ECONOMICS**

**Max. Hours : 40**

### **UNIT-I (8 Sessions)**

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and

fundamental concepts. Objectives of a firm.

### **UNIT-II (12 Sessions)**

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.

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-III (12 Sessions)**

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-IV (08 Sessions)**

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business

Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory

and Innovation theory.

### **Suggested Readings:**

1. Damodaran Suma – Managerial Economics (Oxford 2006)

2. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)

3. Petersen Craig H. etal. – Managerial Economics (Pearson Education, 2006)

4. Dominick Salvatore - Managerial Economics (Oxford, 2007)

5. Atmanand – Managerial Economics (Excel Books, 2007)

6. Mithani D.M. - Principles of Economics (Himalaya Publishing House, 2005).

7. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7<sup>th</sup> Edition)

8. Koutsyannis A - Modern Microeconomics (Macmillan, 2<sup>nd</sup> Edition)

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## **MBA 013 : ACCOUNTING AND FINANCIAL ANALYSIS**

**Max. Hours: 40**

### **Unit I (6 Sessions)**

**Overview:** Accounting concepts, conventions and principles; Accounting Equation, International Accounting

principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

#### **Unit II (12 Sessions)**

**Mechanics of Accounting:** Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

#### **Unit III (12 Sessions)**

**Analysis of financial statement:** Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios ; Common Size Statement ; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

#### **Unit IV (10 Sessions)**

**Funds Flow Statement:** Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis ; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

#### **SUGGESTED READINGS**

- 1) Narayanswami - *Financial Accounting: A Managerial Perspective* (PHI, 2<sup>nd</sup> Edition).
- 2) Mukherjee - *Financial Accounting for Management* (TMH, 1<sup>st</sup> Edition).
- 3) Ramchandran & Kakani - *Financial Accounting for Management* (TMH, 2<sup>nd</sup> Edition).
- 4) Ghosh T P - *Accounting and Finance for Managers* (Taxman, 1<sup>st</sup> Edition).
- 5) Maheshwari S.N & Maheshwari S K – *An Introduction to Accountancy* (Vikas, 9<sup>th</sup> Edition)
- 6) Ashish K. Bhattacharya- *Essentials of Financial Accounting* (PHI, New Delhi)
- 7) Ghosh T.P- *Financial Accounting for Managers* (Taxman, 3<sup>rd</sup> Edition)
- 8) Maheshwari S.N & Maheshwari S K – *A text book of Accounting for Management* (Vikas, 1<sup>st</sup> Edition)
- 9) Gupta Ambrish - *Financial Accounting for Management* (Pearson Education, 2<sup>nd</sup> Edition)
- 10) Chowdhary Anil - *Fundamentals of Accounting and Financial Analysis* (Pearson Education, 1<sup>st</sup> Edition).

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## **MBA 014 : ORGANISATIONAL BEHAVIOUR**

**Max. Hours : 40**

### **UNIT I (8 Sessions)**

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

### **UNIT II (10 Sessions)**

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception.

Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity.

Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job

Satisfaction.

Learning: Concept and Theories of Learning.

### **UNIT III (10 Sessions)**

Motivation: Concepts and Their Application, Principles, Theories, Employee Recognition,

Involvement,

Motivating a Diverse Workforce.

Leadership: Concept, Function, Style and Theories of Leadership-Trait, Behavioural and Situational Theories.

Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group

Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

#### **UNIT IV (12 Sessions)**

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and

Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power.

Knowledge Management & Emotional Intelligence in Contemporary Business Organisation

Organisational Change : Concept, Nature, Resistance to change, Managing resistance to change,

Implementing Change, Kurt Lewin Theory of Change.

Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra,

Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of

Grievance and Process of Grievance Handling.

Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress.

Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture,

Process of Organisational Culture.

#### **Suggested Reading:**

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12<sup>th</sup> Edition)

2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill)

3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3<sup>rd</sup> Edition)

4. Robbins Stephen P. - Organizational Behaviour (Pearson Education, 12<sup>th</sup> Edition)

5. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organizational Behavior:

Leading Human Resources (Pearson Education, 8<sup>th</sup> Edition)

6. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: Understanding and Managing the

Human Side of Work (Prentice Hall of India)

7. Davis, Keith - Human Behaviour at Works – Tata Mc Graw Hill, New Delhi.

8. Pareek, Udai - Behavioural Process in Organization (Oxford 4 IBH, New Delhi).

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## **MBA 015 : BUSINESS STATISTICS**

**Max. Hours : 40**

### **Unit I (8 Sessions)**

**Role of statistics** Applications of inferential statistics in managerial decision-making; Measures of central

tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation,

Standard deviation , Coefficient of Variation ( C.V. ) , Skewness, Kurtosis.

### **Unit II (12Sessions)**

**Time series analysis** Concept, Additive and Multiplicative models, Components of time series, Trend analysis:

Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

**Index Numbers:-** Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

**Correlation:-** Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

**Regression:-** Meaning , Regression equations and their application , Partial and Multiple correlation &

regression :- An overview.

### **Unit III (10 Sessions)**

**Probability:** Concept of probability and its uses in business decision-making; Addition and multiplication

theorems; Bayes' Theorem and its applications.

**Probability Theoretical Distributions** Concept and application of Binomial; Poisson and Normal distributions

### **Unit IV (10 Sessions)**

**Estimation Theory and Hypothesis Testing:** Sampling theory; Formulation of Hypotheses; Application of Z-test,

t-test, F-test and Chi-Square test. **Techniques of association of Attributes & Testing.**

### **SUGGESTED READINGS**

- 1) Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition).
- 2) Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
- 3) Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
- 4) Sharma J K - Business Statistics (Pearson Education 2nd Edition).
- 5) Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas 1995, 23rd Edition).
- 6) Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).

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## **MBA 016 : MARKETING MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (12 Sessions)**

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements

of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling,

Consumer Markets and Industrial Markets.

Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing

Organisations, Qualities of Marketing Manager.

Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing

Research, Strategic Marketing Planning.

### **UNIT II (8 Sessions)**

Market Segmentation, Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentations,

Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation.

Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness,

Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance &

Process.

### **UNIT III (8 Sessions)**

Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for

Development, Failure of New Products, New Product Planning and Development Process, Product-Mix,

Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

### **UNIT IV (12 Sessions)**

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

**Suggested Readings:**

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12<sup>th</sup> Edition).
2. Stanton William J - Fundamentals of Marketing (Mc Graw Hill)
3. Kotler, Philip and Armstrong Graw - Principles of Marketing (Pearson Education, 11<sup>th</sup> Edition).
4. Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12<sup>th</sup> Edition).
5. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillan, 3<sup>rd</sup> Edition).
6. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13<sup>th</sup> Edition).
7. Mc. Carthy and Perreault -Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill, 15<sup>th</sup> Edition).
8. Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007)

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## **MBA 017 :Computer Applications in Management**

**Max. Hours: 40**

### **Unit I (10 Sessions)**

**Basic Concepts of Computers** :Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers;

#### **Essential Components of computer**

**Hardware:** (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

**Software:** Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

**Operating System:** Definition, Functions, Types and Classification, Elements of GUI based operating system- Windows-Use of menus, tools and commands of windows operating system.

### **Unit II (12 Sessions)**

**Use of MS-Office:** Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these softwares' for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical)

**Database Management System** : Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

**MS Access**: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.

### **Unit III (Session 8)**

Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN),

Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc..)

Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW,

FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search

engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

### **Unit IV (Session 10)**

**E-commerce**: Introduction, Comparison between Traditional commerce and E-commerce; Advantages &

disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

**Applications of Information Technology**: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials

Management.

### **Suggested Readings**

1. Cyganski - Information Technology: Inside and outside (Pearson, 1st Edition).
2. Basandra SK - Computers Today (Galgotia, 1st Edition).
3. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1st Edition).
4. Leon - Fundamentals of Information Technology, (Vikas)
5. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1st Edition).

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## **MBA 018 : COMMUNICATION FOR MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (10 Session)**

**INTRODUCTION**: Role of communication, defining and classifying communication, purpose of communication,

process of communication, importance of communication in management, communication structure in

organization, barriers & gateway in communication, 7 C's of communication.

### **EMPLOYMENT COMMUNICATION :**

Writing CVs, Group discussions, interview, types of interview, candidates preparation,

Interviewers preparation;

Impact of Technological Advancement on Business Communication; Communication networks, Intranet,

Internet, e mails, SMS, teleconferencing, videoconferencing

### **UNIT II (8 Session)**

#### **ORAL COMMUNICATION**

What is oral Communication, principles of successful oral communication, two sides of effective oral

communication, effective listening, non-verbal communication, Body language, Paralanguage.

#### **WRITTEN COMMUNICATION**

Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

### **UNIT III (12 Session)**

## **BUSINESS LETTERS AND REPORTS**

Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a

report purpose, kinds and objectives of reports, writing reports

### **CASE METHOD OF LEARNING**

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case

method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches

(systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation

### **UNIT IV (10 Session)**

#### **PRESENTATION SKILLS**

What is a presentation: elements of presentation, designing a presentation, Advanced visual support for

business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

#### **GROUP COMMUNICATION**

Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings,

Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars,

workshop, conferences, Business etiquettes.

#### **RECOMMENDED BOOKS:**

1. M.K. Sehgal & V. Khetrpal - Business Communication (Excel Books).
2. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).
3. P.D. Chaturvedi – Business Communication (Pearson Education, 1<sup>st</sup> Edition 2006).
4. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10<sup>th</sup> Edition).
5. Tayler Shinley – Communication for Business (Pearson Education, 4<sup>th</sup> Edition)
6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3<sup>rd</sup> Edition).