

Revised (Effective for session 2013-15)

MBA 101 : PRINCIPLES & PRACTICE OF MANAGEMENT

UNIT I

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.

Social Responsibility of Managers and Ethics in Managing.

UNIT II

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, Objective Setting: Concept, Types and Process of Setting Objectives; Operational Planning Tools; M.B.O.: Concept, Process and Managerial Implications, Decision Making : Concept, Process, Types and Styles of Decision Making, Decision Making in Risk and Uncertainty.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Principles of Organizational Designing, Contingency Approach to Organization Design, Learning Organizations.

UNIT III

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

Directing: Concept, Direction and Supervision.

UNIT IV

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.

Suggested Reading:

- 1 Stoner, Freeman & Gilbert Jr -Management (Prentice Hall of India, 6th Edition)
- 2 Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
- 3 Robbins & Coulter -Management (Prentice Hall of India, 9th Edition)
Robbins S.P. and Decenzo David A. -Fundamentals of Management: Essential Concepts and Applications
(Pearson Education, 6th Edition)
- 4 Weihrich Heinz and Koontz Harold -Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)

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UNIT I

Introduction to Economics; Nature and Scope of management economics, Significance in decision-making and fundamental concepts. Objectives of a firm.

UNIT-II

Demand Analysis; Law of demand, Exceptions to the law of demand, Determinants of demand. Elastic demand-Price, Income, Cross and Advertising elasticity; Uses of Elasticity of demand for managerial decision-making, Measurement of elasticity of demand. Demand forecasting meaning, significant 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 variable- Law of returns to scale. Cobbs -Douglas production function

Cost concept and analysis, Short-run and long-run cost curves and its managerial use.

UNIT-III

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

National Income; Concepts and various methods of its measurement, Inflation, Types and causes, Inflation 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. et al. – 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, 7th Edition)
- 8 Koutsyannis A -Modern Microeconomics (Macmillan, 2nd Edition)

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MBA 103 : ACCOUNTING FOR MANAGERS

UNIT-I

Introduction to Accounting Introduction and Scope of Accounting, Meaning, Scope, Functions, Importance, Advantages, Disadvantages of Financial, Cost and Management Accounting, Relation between Financial, Cost and Management Accounting, Concept Conventions and Principles of Accounting, Journal, Ledger, Trial Balance.

UNIT-II

Financial Statements and Financial Analysis Financial Statements and Financial Analysis : Meaning, Objectives, Preparation of Final Account – Profit & Loss Account, Balance Sheet (with problems & adjustments), Comparative & Common Size Statement, Ratio Analysis, Trend Analysis.

UNIT- III

Financial Analysis & Introduction to Emerging Dimensions in Accounting Statement of Changes in Financial Position – Funds Flow Statement – Meaning, Significance, Limitations, Preparation. Cash Flow Statement – Meaning, Significance, Limitations, Preparation as per AS-3 (direct & indirect method). Introduction to International Financial Reporting Standards (IFRSs), Price Level Accounting & Human Resource Accounting.

UNIT-IV

Cost Analysis, Control and Profit Planning Concept Elements and Classification of Cost, Methods and Techniques of Costing, Marginal Costing and Break-Even Analysis, Advantages & Disadvantages of Cost-Volume Profit Analysis. Concept of Responsibility Accounting & Corporate Governance.

Control and Profit Planning Budgeting and Budgetary Control – Concept, Types, Advantages, Disadvantages, Preparation of Budget – Sales, Flexible, Cash Budget, Production Budget, Concept of Zero Based Budgeting and Performance Budgeting, Standard Costing and Variance Analysis-Material and Labour

Suggested Reading :

1. S.N. MAHESWARI, Corporate Accounting
2. I.M. PANDEY, Management Accounting, VIKAS Publishing
3. SHASHI K. Gupta, Management Accounting, KALYANI PUBLICATION

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MBA 104 : ORGANISATIONAL BEHAVIOUR

UNIT-I

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Historical Development of OB, Relationship with Other Fields, Organisational Behavior Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

UNIT II

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, Determinants, Traits, Major Personality Attributes Influencing O.B

Learning: Concept and Theories of Learning.

UNIT III

Motivation: Theories of Motivation, Early and Contemporary views

Leadership: 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

UNIT IV

Organisational Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, 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 Dys functionality of Conflict, Classification of Conflict Intra Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Type Grievance and Process of Grievance Handling.

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

Suggested Reading:

- 1 Newstrom John W. -Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, Edition)
- 2 Luthans Fred -Organizational Behaviour (Tata Mc Graw Hill, 10th edition)
- 3 Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. -Organizational Behaviour (Tata Mc Graw Hill, 4th Edition)
- 4 Robbins Stephen P. -Organizational Behaviour (Pearson Education; 13th Edition)

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MBA 105: BUSINESS STATISTICS

UNIT I

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

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

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

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 (Vikas1995, 23rd Edition).
6. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).

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MBA 106 : BUSINESS ENVIRONMENT

UNIT-I

The concept of business environment, Significance and nature. Environment scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, Basic philosophies of capitalism and socialism with their variants, Concepts of mixed economy.

UNIT-II

Overview of political, Socio-cultural, Legal, Technological and Global environment, An introduction to MRTP, FEMA, SEBI Act, Consumer Protection Act, The changing dimensions of these laws and their impact on business.

UNIT-III

Philosophy and strategy of planning in India; Industrial Policy in recent years, Policy with regard to small scale industries; the monetary policy and fiscal policy, Stock Exchange-BSE-NSE. Depository system in India (options, futures and derivatives) RBI-role and functions, Banking structure reforms; Narasimhan committee recommendations, Financial sector reforms.

UNIT-IV

E-Banking in India-objectives, Trends and practical uses-Recent technological developments in Indian Banking (ATM, Debit and Credit Cards, EMI, EFT)

Consumerism, Social responsibility of business enterprises, New Economic Policy, Globalisation, EXIM policy, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.

Suggested Readings:

1. Mishra S K & Puri V K -Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem -Business Environment (Pearson, 1st Edition)
4. Suresh Bedi - Business Environment (Excel Books, 1st Edition).
5. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).

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MBA 107: Computer Application in Management

UNIT I

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

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

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

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

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MBA 108: COMMUNICATION FOR MANAGEMENT

UNIT I

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

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

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

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, Press release, Press conference, Media interviews, Seminars, Workshop, Conferences, Business etiquettes.

SUGGESTED READINGS

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

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