

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	E101C
		Total Credits	
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none">To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases;To provide the necessary foundation for all other courses based on management practices across the world			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none">De7fine Management and explain how management differs according to level and whether a manager is a line manager or an enabling role.Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systemsDescribe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions

UNIT –I Management Concept and Theories	1.1 _Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.	
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s 3.4 Porter’s Generic Competency Model 3.5 Planning & Forecasting.	
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.	
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling	

Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.
Learning Resources: Horold Koontz, O'Donnell and Heinz Weihrich, "Essentials of Management' New Delhi, Tata McGraw Hill, Latest Edition. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition. Horold Koontz, Heinz Weihrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition. Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	QUANTITATIVE METHODS	Subject Code	E102C
		Total Credits	
Subject Nature: ABILITY ENHANCEMENT			
Course Objective: <ul style="list-style-type: none">To expose the students to the different statistical tools used by managers for effective decision making. through real life examples and cases;To provide the necessary foundation for all other courses.			
Learning Outcome: At the end of the course students should be able to; <ul style="list-style-type: none">4. Interpret the data to get solutions to the problems in the corporate world.5. Classify, present the data as per the requirements of the practicing managers.6. Describe and attain some elementary level of mathematical and statistical skills for the management processes; planning, organizing, decision making and control.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Sets, Functions, and Progressions	1.1. Sets, Functions, and Progressions 1.2 Functions, 1.3 Progressions (with specific applications to compounding and discounting techniques)		4
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input/Output analysis.		4
Unit-3 Introduction to	a. Introduction to Statistics: b. Introduction to Measurement of Central Tendency		4

Statistics	c. Introduction to Measurement of Variations	
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye's Theorem, 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications.	3
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson's and Spearman's Coefficient), 5.2 Methods of computing simple regression.	2
Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations	4
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk	3
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.

Text Reading: Latest Editions

1. J.K. Sharma, "**Mathematics for Management and Computer Applications**", New Delhi, Galgotia Publication,
2. S. Saha, "**Business Mathematics and Quantitative Techniques**", Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, "**Statistics for Management**", New Delhi: Prentice Hall of India.
4. S. P. Gupta, "**Statistical Methods**", New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, "**Statistics: Theory, Methods and Applications**", New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "**Fundamentals of Statistics**", Allahabad: Kitab Mahal.

M.B.A. (EXECUTIVE) BATCH 2017-18			
SEMESTER I			
SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	E103C
		TOTAL CREDITS	
SUBJECT NATURE: GENERIC			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.			
LEARNING OUTCOME: At the end of the course students should be able to; 1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance. 2. Finalize Accounting Statements of Individuals. 3. Understand basic of Cost Accounting and related decision criteria.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.		5
Unit-2 Accounting	2.1. Recording of Transactions – Preparation of Journal, Ledger,		5

Cycle	<p>Trial Balance and Closing Entries including Numericals.</p> <p>2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet - Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numericals.</p>	
Unit-3 Treatment of Depreciation	<p>3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms.</p> <p>3.2. Methods of Depreciation: SLM and WDV Methods including Numericals.</p>	3
Unit- 4 Introduction to Cost Accounting	<p>4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format,</p> <p>4.2. Preparation of Cost Sheet and Tender including Practical and Numericals.</p>	4
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	<p>5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numericals.</p> <p>5.2. Types of Budgets.</p> <p>5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numericals.</p>	4
Unit-6 Contemporary Issues in Accounting	<p>7.1. Concept of Inflation Accounting,</p> <p>7.2. Executives Accounting.</p>	4
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.

Learning Resources:

R. L. Gupta, and V. K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons.

S. N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi.

S. N. Maheshwari, “**Cost Accounting, Theory and Problems**”, Vikas Publications, New Delhi.

S. P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons.

Robert N. Anthony and James S. Reece, “**Accounting Principles**”, A.I.T.B.S. Pub. and

Distributions, New Delhi.

R. P. Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	BUSINESS COMMUNICATION	Subject Code	E104C
		Total Credits	
Subject Nature: ABILITY ENHANCEMENT			
Course Objective: <ul style="list-style-type: none">To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.			
Learning Outcome: <p>At the end of the course students should be able to;</p> <p>To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.</p>			
Examination scheme: <p>The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).</p>			
Course Contents			Class Room Contact Sessions
UNIT –I Nature of Business Communication	1.1 Need, importance and purposes of communication in organizations 1.2 Elements and environment of communication 1.3 Models of communication 1.4 Forms and networks of organizational communication 1.5 Types of communication barriers and how to overcome them 1.6 Listening, types of listening and effective listening 1.7 Elements of effective communication		4
Unit-2 Non-verbal Communication	2.1 Importance of appearance and how to use it as a tool in communication		4

	2.2 Body language and oculesics 2.3 Paralanguage 2.4 Proxemics 2.5 Chronemics 2.6 Haptics 2.7 Using non-verbal tools (oral and written) to communicate effectively	
Unit-3 Presentations, Interviews, Group Discussions and Business Meetings	3.1 Preparation of content for presentation 3.2 Understanding the audience 3.3 Importance of rehearsals 3.4 Using visual aids in presentations 3.5 Handling questions 3.6 Writing a resume' 3.7 Types of interviews 3.8 Preparation for an interview 3.9 Do's and don'ts during an interview 3.10 Understanding the group in a group discussion 3.11 Do's and don'ts in a group discussion 3.12 Meetings in business and its types 3.13 Notice and agenda 3.14 Minutes of a meeting 3.15 Mannerisms, etiquettes and assertiveness in oral communication	4
Unit- 4 Business Writing	4.1 Types of business letters 4.2 Structure and format of letters 4.3 Memorandums and circulars 4.4 e-mails 4.5 Text messaging 4.6 Report writing 4.7 Importance of written communication 4.8 Appropriate tone in business writing	4

Unit -5 Negotiation Skills	5.1 Need for negotiation 5.2 Process of negotiation 5.3 Barriers to negotiation and how to overcome them	4
Unit-6 Issues in Communication	6.1 Handling diversity (gender, culture, ethnicity, etc.) 6.2 Tolerance and acceptance of diversity 6.3 Emotional intelligence and its impact on communication 6.4 Social intelligence and its impact on communication 6.5 Ethics in communication	4
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.
Text Reading: Latest Editions M.Raman and P.Singh, Business Communication , latest edition, Oxford University Press, India. William V. Ruch, Business Communication , Maxwell Macmillan, New York. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation , McGraw-Hill, New York. Bill Scott, The Skills of Communication , Jaico, Bombay. Ronald E. Dulek and John S. Fielden, Principles of Business Communication , McMillan, New York. Dalmer Fisher, Communication in Organizations , Jaico Publishing House, India. M. E. Guffy, Essentials of Business Communication , Thomson Publication. Shirley Taylor, Communication for Business , Pearson Education.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	E105C
		Total Credits	
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none">To help the students to acquaint them with the field of human behavior.To impart knowledge about various theories associated with individual behaviour with help of real world cases.			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none">1. Understanding different aspects and components of individual behaviour.2. Help describe factors that are responsible to make an individual an effective manager.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Foundations of Individual Behaviour	1.1_ Hawthorne experiments, 1.2 Entering OB, 1.3 Contributing Disciplines to the field of OB 1.4 Developing OB model		4
Unit-2	2.1 Learning and Learning Theories (Classical Conditioning, Operant conditioning, Social Cognitive)		4

Learning and Personality	2.2 Personality — Determinants, Concept and theories (Trait, Psycho analytic, Psycho Social, Behavioral, Social), 2.3 Personality Attributes influencing OB	
Unit-3 Perception and Individual Decision Making	3.1 Perception – Meaning, Process, Factors affecting Perception and Cognitive Dissonance theory. 3.2 Individual Decision Making	3
Unit- 4 Values Attitudes and Job Satisfaction	4.1 Values 4.2 Attitudes 4.3 Job Satisfaction	4
Unit -5 Motivation	5.1 Concepts and Applications 5.2 Theories - Maslow’s Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, McGregor Theory X and Y, Theory Z, Vroom's Expectancy theory 5.3 Behaviour Modification.	5
Unit-6 Emotions and Moods	6.1 Understanding emotions at workplace 6.2 Managing emotions	4
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.
Text Reading: Latest Editions 1. Stephen P. Robbins, “ Organizational Behaviour: Concepts, Controversies, and Applications ”, New Delhi, Prentice Hall. 2. Fred Luthans, “ Organizational Behaviour ”, New York, McGraw Hill. 3. Kavita Singh, “ Organizational Behaviour ”. 4. John W. Newstrom and Keith Davis, “ Organizational Behaviour: Human Behaviour at Work ” New Delhi, Tata McGraw Hill.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	MANAGERIAL ECONOMICS	Subject Code	E106C
		Total Credits	
Subject Nature: ABILITY ENHANCEMENT			
Course Objective: The course will commence with making the students understand the basic economic theories and subsequently learn about strategies and practices which an organization may follow to achieve its goal and analytical tools that can be help in decision making problems.			
Learning Outcome: Possess fundamental economic analytical skills required in managerial decision making and apply them in solving business problems .Correctly identify and evaluate different cost categories as drivers for managerial decision-making . Accurately predict firm behaviours and market outcomes for different market environments such as those characterized by bargaining between agents, oligopoly structures, and commodity markets			
Examination scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 46 marks and have theory questions. Section B will be of 14 marks and consist of case(s). OR only 6-7 questions you will solve only FIVE questions			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to Economics	Definition, Nature and Scope of Economics. Micro and Macro Economics.		4
Unit-2 Demand and Supply Analysis	Low of demand, Demand Schedule, Demand Curve, Elasticity of demand- price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Low of Supply, Supply Schedule, Supply Curve, Price elasticity of supply, Equilibrium of demand and supply.		6

Unit-3 Production and Cost Analysis	Production function, Law of Diminishing returns, Returns to scale, Short and Long run returns to scale, Cost concepts, Elements of Cost, Relationship between Production and Cost.	5
Unit- 4 Market Structures	Perfect Competition, Imperfect Competition, monopolistic Market, Oligopoly Market, Duopoly Market.	3
Unit -5 Measuring National Output and National Income	Concept of National Product, GDP, GNP, Problems of measuring national income.	3
Unit-6 Money and Banking	Money supply and interest rates, Real v/s Nominal interest rates, Interest rates and inflation, Open Economy.	3
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.
Text Reading: Latest Editions . <ol style="list-style-type: none"> 1. Atamanand, Managerial Economics, Excel Books, New Delhi 2. D.N.Dwivedi, Managerial Economic , Vikas Publication 		