

Semester-I

MB-501	Fundamentals of Management	3+0+1=4
MB-502	Organizational Behavior	3+0+1=4
MB-503	Managerial Economics	3+0+1=4
MB-504	Environment Management	3+0+0=3
MB-505	Marketing Management-I	3+0+1=4
MB-506	Financial Accounting	3+0+0=3
MB-507	Information Technology in Management	2+0+2=4
HU-501	Management Communication	3+0+0=3
MA-501	Quantitative Techniques	3+1+0=4

MB-501: FUNDAMENTALS OF MANAGEMENT

Credit: 3+0+1 =4

Objective : The basic objective of this course is to help students to learn the basic concepts of management and to induce into them a better understanding of functions of management.

Management : Science, theory and practice. Evolution of Management thought (contribution of F.W. Taylor, Fayol, Elton Mayo and Max Weber), Management and Society.

Planning : Nature and Purpose. Objective, Strategies, Policies, M.B.O., Essentials of Effective Planning.

Organization : Nature of organizing, Organization structure and types, Centralization V/s Decentralization. Effective organizing and organization, Delegation: authority and responsibility ; span of management.

Coordination: Meaning, Features, Coordination vs. Cooperation

Controlling : System and Process of controlling, Control Techniques, Committees (Nature, reasons for using committees, uses and misuses of committees).

Decision Making : The search and evaluation of alternatives, programmed and non-programmed decisions. Creativity and innovation, Lateral thinking, critical analytical thinking

Team work and Leadership, Communication – Process, Barriers, types. Effective communication.

Suggested Readings :

- 1 Weirich and Koontz – Management : A Global Perspective Mc Graw Hill.
- 2 Ivoncevich, Donnely – Management : Principles and Functions Richard D. Irwin.
- 3 J.S. Chandan – Management : Concepts and strategies, Vikas Publishing.
- 4 Samual C. Certo & S. Trawis Certo – Modern Management, Person Publishing.

MB-502: ORGANIZATIONAL BEHAVIOR

Credit: 3+0+1 = 4

Objective: The basic objective of this course is to provide conceptual framework of organizational behavior and help the students to apply behavioral techniques in an organization in a better manner.

Organizational Behavior – Concept, Significance, contributing disciplines and historical background, Ethics and OB, Workforce diversity, demographic differences, aptitude & ability, Personality, Values & attitudes, Managing Diversity & Individual differences.

Personality –Theories, dimensions, Contributing Factors, Learning.

Perception–Perceptual Process, Perceptual Errors.

The concept of **Organizational culture**, Observable aspects of Organizational Culture, Managing Organizational Culture, Cultures and Cultural diversity, Cultural Sensitivity.

High Performance Organizations: Meaning, Management Challenges of High Performance organizations.

Motivation: Nature and significance, content and process theories of motivation. Maslow's hierarchy of needs, Herzberg's theory, Theory X & Theory Y, McClelland's theory, Expectancy Theory, equity theory, goal setting theory.

Power: Types, Organizational Politics, Organizational Politics and Self Protection

Group Behavior: Types of Groups, Group Properties: Roles, Norms, Status, Size & Cohesiveness. Stages of group development, formal and informal groups. Group Decision Making: Groupthink and Groupshift.

High performance Teams, Team building, Types of teams.

Leadership: Trait, Behavioral and situational theories of leadership. Emotional Intelligence.

Stress: Sources, Stress & Performance, Stress and Health **Conflict** – Types, Levels, Stages, Functional and Dysfunctional Conflict, Managing Conflict.

Organizational Change: Lewin's Force Field Analysis Model, Change Agents.

Suggested Readings:

- 1 Robbins, S.P. – Organizational Behavior, New Delhi, Prentice Hall of India.
- 2 Griffin & Moorhead – Organizational Behavior
- 3 McShane, Von Glinow & sharma – Organizational Behavior, New Delhi, Tata McGraw Hill.
- 4 Moorehead G., Griffin R.W (1999) OB, managing people & Organizations, 3rd Edition, Houghton Mifflin, Boston ,MA
- 5 Prasad L.M (1994) OB, Sultan Chand Publishing, New Delhi
- 6 J.Schermerhorn, James Hunt, Osborn, Organizational Behavior, 7th Ed., Wiley Publications
- 7 Fred Luthans, Organisational Behaviour 11th Edition, Mc Graw Hill education.

MB-503: MANAGERIAL ECONOMICS

Credit: 3+0+1 = 4

Objective: This module aims to provide conceptual framework regarding various theories, tools and aspects of economics which can be applied for taking managerial decisions.

Scope, Concepts and Techniques of Managerial Economics – Nature Of business decision-making, marginal analysis, optimization; Consumer Behaviour: consumption: Cardinal Utility Concept, Laws, Ordinal Approach characteristics & Equilibrium, Income, Price and Substitution effect, Demand Function ; Law of Demand ,Elasticity of Demand : Price Elasticity, Income Elasticity, Cross Elasticity, Advertising Elasticity, Demand Forecasting.

Production Function Concept, Concept of Supply, Isoquants, Producers Equilibrium, Law of Variable Proportion, Law of Returns to scale, Cost Theory, Types of Costs, Revenue: Types Theory of Firm – profit Maximization.

Market Structure – Concept of Equilibrium, Perfect Competition, Non Price Competition, Monopoly, Discriminative Monopoly, Oligopoly, Theoretical Concept of pricing. Price Policies in Practice: Transfer Pricing, pricing of Multiple Products, Williamson’s Model, Management decisions, Economic information, market failure, Asymmetric information.

Macro Economics :Aggregates and Concepts- National Income, GDP and GNP, Concept and Measurement of National Income; National Income & Economic Welfare ,National income Accounting in India. Monetary Policy, Fiscal Policy, Problems of Underdeveloped economies. Stages of economic development, Economic growth, Theories of Economic growth: Balanced, Unbalanced and Big Push. Concept of LPG.

Suggested Readings

1. Adhikary, M. *Business Economics.*, New Delhi, Excel Books, 2000.
2. Baumol, W J. *Economic Theory and Operations Analysis.* 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. *Managerial Economics.* New Delhi Tata McGraw Hill 1985.
4. Mehta .P.L. managerial Economics
5. Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.
6. Koutsoyiannis, A. *Modem Micro Economics.* New York, Macmillan, 1991.
7. Milgrom, P and Roberts J. *Economics, Organization and Management.*
8. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
9. Henderson J.M. and RE Quant (1980) *Micro Economic Theory*, 3rd Edition, New York Mc Graw Hill

MB-504: ENVIRONMENT MANAGEMENT

Credit: 3+0+0 = 3

Objective: The objective of this course is to sensitize the management students with environmental management. It basically concentrates on sustainable development, environmental management and valuation concepts, environmental ethics and economics. It is pertinent to study the impact of environmental issues on business organization and operations from a management perspective with a focus on how environmental concerns create threats and opportunities and affect corporate brand value.

Environmental Management: Fundamentals-Sustainable Development, Environment and CSR. Population Dynamics, Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry. Green Marketing

Environmental Management System: EMS Standards, ISO 14000. Environmental Auditing. Environment Impact Assessment, Clearance/Permissions for establishing industry. Environmental hazards caused by corporates and its repercussion.

Environmental Management & valuation: Environmental Accounting, Economics - Environmental Taxes Shifts, Green Funding.

Environmental Ethics; Bio-ethics, GATT / WTO Provisions; Kyoto protocol, Environmental Laws: Acts, Patents, IPR, Role of NGO'S, PIL. Institutionalization of Environmental management in India, Environmental Information Systems

Suggested Readings

- 1 Uberoi, N.K.; Environmental Management, Excel Books, A-45, Naraina Phase-1, New Delhi, 2000
- 2 Pandey,G.N.: Environmental Management, Vikas Publishing House New Delhi,1997
- 3 Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997
- 4 *Principles of Environmental Management; The Greening of Business;* by Rogene A.
- 5 Buchholz; Second Edition, Prentice Hall, 1998
- 6 Harley, Nick : Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi,1997
- 7 Kolstad, Charles D.: Environmental Economics, Oxford University Press, 2000

MB-505: MARKETING MANAGEMENT-I

Credit: 3+0+1 =4

Objective: Marketing is no longer a company department charged with a limited number of tasks. It is a company wide undertaking. It drives the company's vision, mission and strategic planning. The aim of this course is to help students to learn the basic concepts and practices of marketing. The focus is to understand marketing environment, processes and decisions regarding what consumer buys, what to offer and what partnerships to develop. This course views marketing as both a general management responsibility and an orientation of an organization.

Marketing Definition, Evolution of Marketing (Production; Sales; Marketing; Societal Marketing), concepts, functions and significance, Market Orientation, Delivering Customer Value, Satisfaction and Loyalty (customer perceived value, customer lifetime value), Enhancing customer relationships, Value Chain, Marketing Mix, Marketing Myopia

Marketing Environment, Micro-Environment (The Company; Suppliers; Intermediaries; Customers; Competitors; Public), Macro Environmental Factors – Demographic Environment; Political – legal Environment; Economic Environment, Socio – Cultural Environment; Technology environment

Gathering Information: Marketing Information system, its components, Marketing Research process, forecasting and demand measurement

Understanding Consumer Buying Behavior Factors: Factors affecting it and purchase decision process, Organizational Markets and Organizational Buying Behavior: The Concepts of Organizational Buying, Factors Influencing Organizational Buying and Stages of Buying.

Strategic Planning Process in Marketing: Scope and Importance of Strategic Planning, Establishment of SBUs: Resource Allocation to SBUs; The BCG Competitive Advantage Matrix, General Electric Model; SWOT analysis, Marketing and Competitive Strategies: The Concept of Competitive Advantage: Porter's Five Forces Model; Analysis of Competitors, Designing Competitive Strategies
Market Segmentation and Market Targeting, Product Differentiation and Positioning, Ethical dimensions

Suggested Readings :

- 1 Marketing Management (13th Edition) by Philip Kotler, Kevin Keller, Publisher: Prentice Hall; 13 edition.
- 2 Marketing Management (11th Edition) by Philip Kotler, Publisher: Prentice Hall.
- 3 Principles of Marketing, Philip Kotler and Gary Armstrong Pearson Education
- 4 Fundamentals of Marketing, William J, Stanton and Charles Futrell I Tata McGraw Hill, New York
- 5 Marketing, Warren J Kaeegan, Sandra E Moriarty & Thomas.R.Duncan I Prentice Hall
- 6 Experiential Marketing - How to Get Customers to Sense, Feel, Think, Act. and Relate to Your Company and Brands, Free Press
- 7 Marketing Management Planning, Implementation & Control, V.S Ramasamy & S.Namakumary / McMillan India Ltd.

MB-506: FINANCIAL ACCOUNTING

Credit: 3+0+0 =3

Objective : The course provides introductory framework to financial accounting. It is aimed to help students to be aware about the current developments in accounting for planning , controlling and decision making.

Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Cash Book, Preparation of P&L and Financial Statements with special reference to analysis of a Balance Sheet.

Accounts of Non-Profit institutions. Investment accounts: Purchase/sale of shares / Bonds.

Accounts of small traders & Partnership-In brief, including admission, retirement and dissolution, Accounting for sole traders : Single entry system

Inventory Valuation and Depreciation

Company Accounts : Issue, Forfeiture & Reissue of shares, Issue of Debentures, Preference shares: Redemption, Issue of Bonus shares. Profit prior to Incorporation. Theory on Acquisition & Amalgamation of companies (AS-14) Liquidation- Liquidators final statement of account.

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 Heitger, L E and Matulich, Serge. *Financial Accounting*. New York, Mc-Graw Hill, 1990.
- 4 Hingorani, N L. and Ramanathan, A R. *Management Accounting*. 5th ed., New Delhi, Sultan Chand, 1992.
- 5 Horngren, Charles etc. *Principles of Financial and Management Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
- 6 Needles, Belverd, etc. *Financial and Managerial Accounting*. Boston, Houghton Mifflin Company, 1994.
- 7 Vij, Madhu. *Financial and Management Accounting*. New Delhi, Anmol Publications, 1997.
- 8 Advanced accounts: Shukla & grewal & gupta, S.Chand & Company
- 9 Corporate Accounting/-Vikas Publishing House, New Delhi, Maheshwari S.N.
- 10 Financial accounting at a glance, Trivedi, Chouhan & Bhatt, Himanshu, New Delhi, 2008

MB-507: INFORMATION TECHNOLOGY IN MANAGEMENT

Credit: 2+0+2 = 4

Objective: The objective of this course is to familiarize the students with the basic concepts of Information technology with special emphasis on its application rather than technical aspects. It also aims to equip the students with the basic IT tools including spreadsheets which are required in the day to day functioning and decision making. The emerging domain of e-commerce will also be introduced and the Internet applications which are in vogue will be discussed so as to keep pace with the fast changing business scenario in the Internet era.

Information Technology concepts: Introduction, Data vs Information, Information Quality attributes, Information as a strategic resource, Computers - An Introduction - Computers in Business; Components of a Computer System; Generations of Computers and Computer Languages; Personal Computers in Business, Indian Computing Environment – Its Strength and Weaknesses.

Operating System: Introduction, Role, Types of Operating Systems, User Interface-CUI, GUI, Managing File System, File Management tools, Managing System Resources, Resource Sharing, Working with Accessories, Document Printing, System security, protection and threats.

Wordprocessor: Introduction, Working with Documents, Editing Data, Opening and Printing Documents, Working with Text, Paragraph Formatting Options, Spelling and Grammar. Formatting Text, Page Formatting Options, Styles, Drawing Simple Graphs and Diagrams, Working with Web Page. Letters and Mail Merge, Creating and Executing Macros, Templates. Table Basics, Creating a Table, Adding Information to the Table, Working with Cells in Table, Formatting Tables. Management of Documents: Working with a Document having Two Splits, Working with Help.

Spreadsheet Software: Description about Workbook, Worksheet and Cells, Cell references, Formatting Worksheet. Searching and Replacing, Page Setup and Page Breaks, Print Preview and Printing, Operators and Operands, Creating Formula for Calculating Values, Correcting Errors in Calculations. Setting Conditions for Data, Calculating Operations using Function Wizard, Designing Charts for the Data, Operating on Different Charts, Working with Macros, Working with Data, Filtering of Data in a List, Sorting the data.

Data Analysis Tools: Goal Seek, Scenario, Statistical tools, Data Tables, Look up Functions, Creating, Working and Using Pivot Table, Creating, Working and Using Pivot Chart, Generating Charts from Pivot Table.

Presentation Software: Introduction, Adding New Slides, Viewing a Presentation, Rehearsing a Presentation, Preparing to Print, Adding and Manipulating of Text and Word Art, Formatting, Slide Master, Applying Slide Transition, Applying Custom

Animation, Using Slide Sorter, Working with Images and Inserting Clip Art, Using Charts. Linked Files, Sound, Video Clips and Photos, Selecting and Deleting Objects, Moving, Rotating, Grouping and Ungrouping of Objects. On-screen Presentation: Giving

an On-screen Presentation, Navigating during the Presentation, Meeting Minder, Speaker Notes, Pausing the Presentation, Hiding a Pen, Slide Miniature, HTML Wizard.

Internet and Web application: Introduction, History, World Wide Web, Web Browsers, Domain names and IP addresses, Search Engines, Blogs, Introduction to e-commerce, Internet threats and security related issues; virus, worms, phishing, pharming, cyber crime.

Suggested Readings:

- 1 Norton, (2001), "Introduction to Computers," 4th Ed, Tata McGraw Hill, New Delhi.
- 2 David, Van Over. Foundations of Business Systems. Fort Worth, Dryden, 1992.
- 3 Estrada, Susan. Connecting to the Internet. Sebastopol, C A, O'Reilly, 1993.
- 4 John, Moss Jones. Automating Managers: the Implications of Information Technology for Managers. London, Pinter, 1990.
- 5 Summer, M. Computers Concepts and Uses. 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
- 6 Computers Today, S Basandra, Galgotia Publications
- 7 Microsoft® Office Word 2003 Step by Step, Online Training Solutions Inc.
- 8 Welcome to Microsoft Office 2003, Published by Labyrinth

MA- 501 QUANTITATIVE TECHNIQUES

L T P C
3 - 1-0-4

OBJECTIVE: The main objective of this course is to make the students familiar with some important statistical and mathematical techniques which have applications in business and decision making.

Business Mathematics: Simple and Compound interest, Annuities, Depreciation, Amortization, Stocks and Bonds.

Linear Programming Problem (LPP): Formulation of LPP, Solution of LPP by Graphical method, Simplex Method, Charnes' Big-M Method, formulation of Dual of a LPP.

Transportation problems: Definition, Methods for finding initial basic feasible solution - North West Corner Rule, Vogel's Approximation Method. Finding Optimal Solution.

Assignment Problems: Definition, Hungarian method for finding solution of assignment problems.

Probability: Random Experiment; Events; Algebra of Events; Counting techniques applied in probability problems; Conditional probability; General Multiplication Theorem; Independent events; Bayes' theorem and related problems. Random variables (discrete and continuous); Probability mass function; Probability density function. Expectation; Probability Distributions—Binomial, Poisson and Normal.

Measures of Central tendency and Dispersion: Mean, Median, Mode and their properties. Range, Mean Deviation, Quartile deviation, Standard Deviation, Coefficient of Variation.

Correlation and Regression: Bivariate Data, Simple Correlation, Pearson's Correlation Coefficient and its properties, Spearman's Rank Correlation Coefficient and its properties. Linear Regression and Regression equations, Regression coefficients and their properties. Multiple and Partial Correlation and Regression.

RECOMMENDED BOOKS:

1. J. K. Sharma Operations Research
2. Taha H A , Operations Research - An Introduction

HU-501: MANAGEMENT COMMUNICATION

Credit: 3+0+0 = 3

Objective: To communicate effectively and confidently in day to day transaction and in business environment.

Essentials of good English

Grammar and usage; enriching vocabulary, words-multiple meaning, single word for a group of words-choice of words-words frequently mis-spelt; punctuations, prefix and suffix; parts of speech; articles; synonyms and antonyms; tenses; idioms and phrases; foreign words and phrases commonly used; abbreviations and numerals; pronunciation.

Business Communication

Meaning and significance of good communication; principles of business communication; means of communication-oral, written, visual, audio-visual; essentials of a good business letter, etc.

Inter-dependent Communication

Internal Memos; office circulars; office orders; office notes; representation to chief executive and replies thereto; communication with regional/branch offices.

Public presentation

1. Audience analysis
2. Research
3. Organisation of presentation
4. Delivery of presentation
5. Non verbal communication(including business etiquette and protocol)

Employment Communication

1. Resume
2. Cover Letter
3. Thank you letter
4. Job Acceptance/Rejection
5. Resignation Letter

Suggested Readings:

Asha Kaul:Business Communication,Prentice Hall,New Delhi
Asha Kaul:Effective Business Communication,Prentice Hall,New Delhi
Randall,E.Magors:Business Communication,Harper and Row,New York
Barbara and Pease,The Definitive Book of Body Language,Manjul Publishing House
Stephen Elucas,The Art of Public Speaking,Tata McGraw Hill
Meenakshi Raman and Sangeeta Sharma,Technical Communication Principles and Practice,Oxford University Press

