



MANAGEMENT CONCEPTS

Course Code: MBA-CC-101

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

OBJECTIVES: *To impart understanding on nature of managerial job and basic elements of management process. Helping learners to evolve an integrated perspective of the discipline of management and its inter-linkages with other functional areas. .*

UNIT –I Nature, Scope and process of management, Managerial skills, Levels and roles. Evolution of Management Theory - Classical School, Human Relations School, Behavioral School, Quantitative Approach and Modern Approach. Challenges and trends in Management.

UNIT –II Nature, types, significance and process of planning, Barriers to effective planning. MBO and MBE. Decision making process and its strategies, decision making under risk and uncertainty, Rational decision making and factors influencing decision making.

UNIT –III Principles and process of organizing. Types of organizational structure Span of control, Centralization and Decentralization of authority. Principles of Organizational designing, Contingency Approach to organisation design. Power, authority and responsibility. Delegation and decentralization, Coordination and Staffing.

UNIT –IV Nature, Scope and principles of Direction. Concept and process of motivation, manager versus leader. Meaning and process of control, Types of control, Steps in control process. Control Tools and Techniques - Information Controls, Financial Controls, Operations Controls and Behavioural Controls.

Suggested Readings:

1. George R.Terry and Stephan G. Franklin. Principles of Management. AITBS Publications.
2. Knootz, Harold and Weihrich. Essentials of Management. TMH Publication.
3. Burton and Thakur. Management Today (Principles and Practices). TMH publications.
4. Stones, Freeman, Gilbreth. Management. PHI Publications 6th Edition.
5. Robbins and DeCenzo. Fundamentals of Management. Pearson Education.
6. Kaith Devis. Human Behavior at Work.
7. Durai, P. Principles of Management, Text and Cases. Pearson Education.
8. Journals (Journal of Management, Journal of Management Studies, Management Science, Academy of Management Journal, Organisation Science).

Note: *The schedule for case discussion shall be announced by the concerned faculty in the class.*



QUANTITATIVE TECHNIQUES

Course Code: MBA-CC-102

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

OBJECTIVES: *To enable students to understand and formulate managerial situations in a theoretic framework in a decision making. It focuses on developing skills in structuring and analyzing problems and to inculcate the attitude of developing an executable solution to the problem.*

UNIT –I Quantitative Techniques and decision making, Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models decision Theory: Criteria for decisions under uncertain and probabilistic kinds of decision making environments. Game Theory: Zero sum games – pure and mixed strategies (matrices reducible to 2x2)

UNIT –II Concept and formulation/ structuring of linear programming problems: graphical Method to linear programming problems (Maximization and Minimization cases), simplex method to linear programming, Big M method. Transportation Problem: initial basic feasible solution methods and modified approximation method for optimality; transshipment problems in transportation models; introductory concepts in assignment problems – Hungarian assignment method.

UNIT –III Basic concepts of probability, applications of addition rule and multiplication rule of probability with emphasis on Bayes theorem; Elementary characteristics and simple situation applications of Binomial. Poisson and Normal Probability Distributions.

UNIT –IV Networking –PERT and CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Queuing theory: Elementary characteristics and simple situation applications.

Suggested Readings:

1. Quantitative techniques in Management. N.D .Vohra. Tata McGraw-Hill Education
2. Fundamentals of Operations Research/ Sharma JK/2001 MacMillan New Delhi.
3. Statistics for Management/Levin Richard I & Rubin David S/1995 Prentice Hall Inc.
4. Business Statistics/Gupta, SP and Gupta, MP/1997 Sultan Chand, New Delhi
5. Journal (International Journal of Quantitative Research in Education; International Journal of Quantitative Research in Education).

Note: *The schedule for case discussion shall be announced by the concerned faculty in the class.*



ACCOUNTING FOR MANAGERS

Course Code: MBA-CC-103

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

OBJECTIVES: *To develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.*

UNIT –I Accounting Concepts & Conventions;; Regulatory framework (legislation and accounting standards) required to prepare financial statements: Generally Accepted Accounting Principles (GAAP) IndAS vs IFRS; Management Accounting: Concept, Importance and Scope. Cost Accounting: Concept, Importance and Scope. Types of Costs .Cost Sheet: Concept and Preparation. Costs Accounting : Objectives and Processes. Financial Accounting vs Cost Accounting and Financial Accounting vs Management Accounting.

UNIT –II Rules of Debit and Credit; Ledger. Preparation of Trial Balance; Preparation of Trading Account, Profit and Loss Account and Balance Sheet; Accounting for Price-level Changes: Preparation of Statement of changes in Financial Positions: Funds Flow and Cash Flow Statements.

UNIT –III Horizontal & Vertical Analysis and Ratio Analysis: Profit, Growth, Liquidity and Solvency Ratios. Standard Costing: Introduction , Definition of Standard Costing, Meaning, Difference between Standard cost and Budgetary Control, Establishment of standards, Variance analysis, Material cost variance, Material price variance, Material usage variance , Material Mix variance, Material Yield variance, Direct labor variance, Labor Efficiency Variance, Labor Rate variance, Labor mix variance, Labor Yield Variance.

UNIT –IV Introduction , Concept of Marginal Costing , Characteristics of Marginal Costing , Difference between Absorption Costing and Marginal Costing , Marginal Cost, Contribution , Cost Volume Profit (CVP) Analysis , Break Even Chart , Break Even Point, Profit Volume ratio or MCSR , Target profit , Margin of Safety , Application of Marginal cost , Limitations of Marginal cost ;

Suggested Readings:

- 1.Khan M Y and Jain P K: Management Accounting: Tata McGraw Hill Publishing Co.
- 2.Maheshwari and Maheshwari: Advanced Accounting; Vikas Publishing House. New Delhi
- 3.Shah F A and Malla M A: Advanced Accounting; Kitab Mahal, New Delhi
- 4.Gupta, R. L and Radhaswamy M: Advanced Accountancy; Sultan Chand and Sons, New Delhi.
- 5.Anthony, R. N and Reece, J. S: Accounting Principles; Homewood Illinios. New Delhi
- 6.Maheshwari, S.N. Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.
- 7.Jawaharlal: Accounting Theory and Practice; Himalaya Publishing House. New Delhi.
- 8.Journals (Indian Journal of Accounting; Journal of Accounting and Finance; Journal of Accounting, Auditing and Finance).

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MANAGERIAL ECONOMICS

Course Code: MBA-CC-104

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

OBJECTIVES: *To acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature to business firms in the context of globalization.*

UNIT –I Nature, scope and functions of Managerial Economics. Demand: Laws of demand. Elasticity of demand-Price, Income & Cross elasticity of Demand & its measurement. Substitution effect. Law of Diminishing Marginal Utility, Law of equi marginal utility, Demand forecasting and its Techniques.

UNIT –II Concept, Forms of production function, Law of variable Proportions, Returns to scale, Economies of Scale. Break even Analysis. Cost Analysis: Concept, Cost Function, Short Term and Long Term Cost Output Relationship, Cost Curves. Fixed, Marginal & Variable cost.

UNIT –III Perfect Competition, Characteristics and its Importance. Price, Determination under Perfect Competition. Monopoly, Characteristics and its Importance. Pricing Strategies under Different Market Conditions.

UNIT –IV National Income, GDP, GNP, NDP, NNP. Price Indices-CPI/PPI. Aggregate Demand and Supply. Inflation: Concept, Theories and Application; Trade Cycles Theories and Its Relevance In Business Decisions.

Suggested Readings:

1. Buamol William .J & Alan. S. Blinder, Microeconomics Principles &Policy, Thomson South Western, 2007
2. Mankiw. N.Gregory, Principles of Microeconomics, Cengage Learning, South Western 2006
3. Pindyck Robert. S, Rubinfeld & Mehta, Microeconomics, Pearson 2006
4. Mankiw. N.Gregory, Economic Principles and Applications, Cengage Learning 2007
5. Samuelson. Pual A. &William B. Nordhaus, Economics, Tata MacGraw Hill, 2005.
6. Journal (Journal of Economics and Business; Economics & Political Weekly; Asian Journal of Economics)

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BUSINESS COMMUNICATION

Course Code: MBA-CC-105

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

OBJECTIVES: *To equip students with the necessary techniques and skills of communication to make them aware of the communication process and its practical implications, and to enlist their active and willing cooperation in the performance of their jobs.*

UNIT –I Nature, role and media of business communication. Formal and Informal Communication; Communication Barriers-Personal, Social, Psychological and Organizational Barriers. Communication Skills for Managers, Individual, group and Organizational Communication, Verbal and Non-verbal, Vertical and Horizontal Communication, Communication Challenges.

UNIT –II Written Communication, Steps in Writing, Preparation of Agenda, and Resolution and Minutes of meeting. Writing orders, memos, circulars and executive summary of documents. Business Reports- Significance, types, and style of report writing. Writing of Cover letters, recommendation letters, job applications, interview call letters, appointment letters, and Probation, confirmation and termination letters. Resume writing and E-mail etiquettes.

UNIT –III Interviewing and Group Discussion. Public Speaking, leading and participation in meeting and conferences. Oral Presentation- Planning presentation, Delivering presentation, Developing and displaying visual aids, Handling questions from the audience. Listening skills- types and process of listening. Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies.

UNIT –IV Understanding the case method of learning – Different types of cases – Difficulties and overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioural, Decision, Strategy) – Analyzing the case – Dos and don'ts for case preparation – Discussing and Presenting a Case Study. Technology enabled Communication- Intranet – Internet – E-mails – SMS – teleconferencing – videoconferencing, podcasting. Ethical and Legal issues in business communication.

Suggested Readings:

1. Business Communication: Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011.
2. Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
3. Communication – Rayudu C. S, HPH.
4. Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010.
5. BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e 2012.
6. Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.

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BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Code: MBA-FC-106

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

OBJECTIVES: *To develop the moral views and ethical thinking of the students and also to identify the moral issues in business decision making.*

UNIT –I Nature, sources, evolution and importance of business ethics, Ethical theories; Technological, Deontological, Virtue ethical Theory and System Development Ethical Theory, Ethics in functional areas such as Operations, Marketing, Finance, HR, IT, and Advertising, Recent challenges in ethics.

UNIT –II Work ethics, benefits from managing ethics at workplace, ethical organisations, Ethical abuses and causes of unethical behavior, ethical decision making;; Code of conduct; Public good. Ethical Dilemma, Organizational culture and ethics, Ethics committee and ethical audit.

UNIT –III Need, scope, importance and benefits of corporate governance, Conceptual framework, theories and models of corporate governance. Corporate Governance Framework in India. An International Perspective on Corporate Governance.

UNIT –IV Nature, types and need for social responsibility, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, corporate philanthropy, CSR in Indian perspective, Whistle-blowing and types of whistleblowers.

Suggested Readings:

1. Sherlekar, Ethics in Management, Himalaya Publishing, New Delhi.
2. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.
3. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
4. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
5. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press.

Note: *The schedule for case discussion shall be announced by the concerned faculty in the class.*



INFORMATION TECHNOLOGY IN MANAGEMENT

Course Code: MBA-FC-107

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

OBJECTIVES: *To familiarize the students with the basic concepts of information technology, its value and application for management.*

UNIT –I Information Technology. How information technology leads to efficient, effective and robust business process. Enterprise Systems and the Changing face of Business Process. Information Systems across organizational hierarchy. Significance of Computerized Decision Support in Managerial Decision Making. Information Technology industry overview with special emphasis on Indian IT industry.

UNIT –II Computer system organization and Memory Hierarchy. Significance of Multi core processors and Solid state drives in present computer organization. Why India has not been successful to attract offshore hardware manufacturing giants in comparison to china. Operating System and its functions. How android has been successful in acquiring highest market share

UNIT –III Software industry with special emphasis on India. Cloud computing and its significance. How intra Enterprise seamless interchange of information has resulted in improved end user satisfaction and increasing digital transactions in India. Are IT firms trying to take control of consumer devices through system updates.

UNIT –IV Electronic Bounded and Unbounded Communication Networks. World Network Readiness Index. Long Term Evolution and Potential 5g technologies. Net neutrality and consumer data privacy issues. Spectrum auctioning and Licensing in India. TRAI and its significance in the Indian telecom ecosystem.

Suggested Readings:

1. Information Technology for Management. Efraim Turban, Linda Volonino.
2. Introduction to Information Technology, ITL education solutions, Pearson India.
3. Introduction to Computer science, ITL education solutions, Pearson India.
4. Introduction to Computer science, ITL education solutions, Pearson India
5. Structured Computer Organization. (Andrew S Tanenbaum) (PHI).
6. Computer Networks Andrew S Tanenbaum (PHI)
7. Fundamentals of IT – Alexis Leon.
8. Journals (Journal of Global Information Technology Management; Journal of Systems and Information Technology).

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