



School of Studies in Management

MBA (FT) Syllabus

2016-18 (CBCS System -Only for SoS)

MASTER OF BUSINESS ADMINISTRATION (FULL-TIME)

2016-18

(FOUR SEMESTER PROGRAMME)

CHOICE BASED CREDIT SYSTEM

INTERNAL ASSESSMENT = IA; END-TERM ASSESSMENT = ETA

COURSE STRUCTURE AND SCHEME OF EXAMINATION

Semester – I

Paper Code	Course	C/E/S	L	T	P	Credit	IA+ETA
MBA 101	Principles and Practice of Management	Core	3	-	-	3	40 + 60
MBA 102	Managerial Economics	Core	2	-	-	2	40 + 60
MBA 103	Accounting for Managers	Core	3	-	-	3	40 + 60
MBA 104	Organizational Behaviour	Core	3	-	-	3	40 + 60
MBA 105	Business Statistics	Core	3	-	-	3	40 + 60
MBA 106	Business Environment	Core	2	-	-	2	40 + 60
MBA 107	Communication & Computer Application for Management	Core	2	-	-	2	40 + 60
MBA 108	Seminar	Core	-	-	1	1	100 + 00
MBA 109	Assignment	Core	-	-	1	1	100 + 00
MBA 110	Comprehensive viva-voce (Virtual Credit)	Core	-	-	4	4	00 + 100

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MBA 101 – Principles and Practice of Management

03 Credits

UNIT I

Management: Concept, Nature, Importance; Management: Art and Science, Management as a Profession, Management Skills, Levels of Management; Approaches to Management – Classical approach, Behavioural Approach, Quantitative Approach and Contemporary Approaches; Social Responsibility of Managers and Ethics in Managing.

UNIT II

Introduction to Functions of Management

Planning and Decision Making: What and Why of Planning; Types of Plans; Planning Effectively; Techniques for Assessing Environment – Environmental Scanning, Forecasting, Benchmarking; Techniques for Allocating Resources – Budgeting, Scheduling, Break-Even Analysis, Linear Programming; Contemporary Planning Techniques – Project Management, Scenario Planning.

Decision Making - The Decision Making Process; Managers Making Decisions : Rationality, Bounded Rationality, Role of Intuition and Role of Evidence Based Management; Types of Decision ; Decision Making Condition – Certainty; Risk and Uncertainty; Decision Making Styles; Decision Making Biases & Errors; Effective Decision Making.

UNIT III

Organizing: Designing Organisation Structure – Departmentation, Chain of Command, Span of Control, Centralisation and Decentralization, Formalization; Mechanistic structures and Organic Structures; Contingency Factors Affecting Structural Choice; Traditional Organisation Designs; Contemporary Organisational Designs; Organising for Collaboration; Contingent Workforce; Today's Design Challenges; Learning Organizations.

UNIT IV

Controlling: Concept, Process; Controlling for Performance – Concept, Measures – Organisational Productivity, Organisational Effectiveness, Industry and Company Rankings; Tools for Measuring Organisational Performance – Feedforward/Concurrent/Feedback Controls; Financial Control; Informational Control; Balanced Scorecard; Contemporary Issues in Control – Adjusting Controls for Cross Cultural Differences, Workplace Concerns, Workplace Violence, Corporate Governance.

UNIT V – Case studies

Suggested Readings:

1. Stoner, F., & Freeman, R. E. (2001). Gilbert jr. *Management*, .
2. Wehrich, H., & Koontz, H. (2005). *Management: A global perspective*. Tata McGraw-Hill.
3. Robbins, S. P., & Coulter, M. (2010). *Management* Pearson.

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MBA 102 – Managerial Economics

02 Credits

UNIT I

Introduction to Economics: Nature and Scope of Managerial Economics, Significance in Decision-Making and Fundamental Concepts; Objectives of a firm. **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.

UNIT II

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. 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:** Features, Pricing Under Monopoly, Price Discrimination; **Monopolistic:** Features, Pricing Under Monopolistic Competition, Product Differentiation; **Oligopoly:** Features, Kinked Demand Curve, 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, Business Cycle, Profit Concept and Major Theories of Profits; Dynamic Surplus Theory, Risk & Uncertainty Bearing Theory and Innovation Theory.

UNIT V – Case studies

Suggested Readings:

1. Damodaran, S. (2010). *Managerial Economics*. India: Oxford University Press .
2. Salvatore, D., & Brooker, R. F. (1993). *Managerial economics in a global economy*. New York: McGraw-Hill.
3. Dwivedi, D. N. (1980). *Managerial economics*. Vikas Publishing House.
4. Baye, M. R., & Beil, R. O. (2006). *Managerial economics and business strategy* (Vol. 5). New York, NY: McGraw-Hill.

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MBA 103 – Accounting for Managers

03 Credits

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.

UNIT V – Case studies

Suggested Readings:

1. Pandey, I. M. (1985). Elements of Management Accounting. New Delhi: Vikas Publishing House.
2. Maheshwari, S.N. (5th Ed.). *Corporate Accounting*. New Delhi: Vikas Publishing House.
3. Sharma, R. K. and Gupta, S.K. (2008). „. *Management Accounting*. New Delhi: Kalyani Publishers.

