

## 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, Organization Theories, Forms of Organizational 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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## MBA 102: MANAGERIAL ECONOMICS

### 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. Elasticity of demand-Price, Income, Cross and Advertising elasticity; Uses of Elasticity of demand for managerial decision-making, Measurement of elasticity of demand. 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: 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, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & uncertainty bearing theory and innovation theory.

#### Suggested Reading:

1. Damodaran Suma - Managerial Economics (Oxford 2006)
2. Hirschey Mark - Economics for Managers (Thomson, India Edition, 2007)
3. Petersen Graig H. Etal. - 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. Mahewari, 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 Behaviour: 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  
Infra Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling.

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

### Suggested Reading:

1. Newstrom John W-Organizational Behavior: Human Behaviour at Work (Tata Mc Graw Hill, 12th 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, and 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 Reading:

1. Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition)
2. Chandan J.S. - Statistics for Business and Economics (Vikas 1998. 1st Editing)
3. Render and Stair JR - Quantitative Aalysis for management (Prentice - Hall 7<sup>th</sup> Edition)
4. Sharma J.K. - Business Statistics (Pearson Education 2nd Edition).
5. Gupta C.B. Gupta V-An Introduction to statistical Methods (Vikas 1995, 23<sup>rd</sup> Edition)
6. Levin Rubih - Statistics for Management (Person 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 Reading:

1. Mishra S K & Puri V.K. - Economic Environment of Business (Himalaya Publishing House 3<sup>rd</sup> 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 9Himalay Publishing House, 8<sup>th</sup> Edition)

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