

SEMESTER I

| Paper No. | Title of Paper |
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| MBA/101 | Principles And Practice Of Management |
| MBA/102 | Managerial Economics |
| MBA/103 | Managerial Skills Development |
| MBA/104 | Accounting For Managers |
| MBA/105 | Organisational Behaviour and Effectiveness |
| MBA/106 | Business Ethics |
| MBA/107 | Management Information System |
| MBA/108 | Quantitative Methods |

Objective: The Objective of this paper is to familiarize the students with basic management concepts applicable in the functioning of organization.

Unit-I The Concept of Management: Development of management thought-various approaches to and of management philosophy: Mathematical, Behavioral, Scholastic schools of management and systems, contingency approaches. Contribution of Taylor, Fayol & Elton Mayo

Unit-II Planning: The Nature and Purpose of Planning, Objectives of Planning, Planning Premises, Policies, Procedures and Methods; Forecasting and Planning, Planning Process, The Process of Decision Making.

Unit-III Organizing: Nature and Purpose of Internal Organization of Business Enterprise, Principles of Organizing; Span of Management; Departmentation Line and Staff Authority relationship; Service departments, Centralization vs. Decentralization of authority; Delegation of Authority; Committees, Staffing.

Unit-IV Directing, Nature of Directing, Leadership Concept and Styles, Motivation Concept, Theory: Maslow, Hertzberg, Supervision, Concept of Communication, Coordination; Need & Principles.

Unit-V Control; Process of Control; Techniques and Tools; Management by objectives, Participative Management. Management by exception

Suggested Reading:

1. Koontz, H and Wehrich, H Management. 10th ed. New York McGraw Hill, 1995.
2. Luthans F. Organizational Behaviour. 7th ed. New York, McGraw Hill, 1995
3. Robbins S.P. Management 5th ed. New Jersey, Englewood Cliffs. Prentice Hall Inc. 1996.
4. Robbins S.P. Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi 2001.
6. Staw, B.M. Psychological Dimensions of Organizational Behaviour 2nd ed. Englewood Cliffs. New Jersey Prentice Hall Inc., 1995.
7. Stoner, J. etc. Management 6th ed., New Delhi, Prentice Hall of India 1996.

Objective:- The objective of the course is to acquaint the students with concepts and techniques used in Micro-Economics and to enable them to apply this knowledge in business decision-making,

Unit-I Concept, Need, Scope, Techniques and Applications of Managerial Economics

Unit-II Utility Analysis, Marshal Approach, Demand Analysis, Demand Function, Law of Demand, Elasticity of Demand and demand forecasting. Law of Supply and Supply Analysis

Unit-III Production & Cost function, Production Iso-quant, Iso-cost, Expansion path, Economies and Diseconomies of scale, short run and long run cost behavior

Unit-IV Theories of firm, Profit Maximization, Sales Maximization, Managerial Utility Model, Simon Satisfying Behaviour Model.

Unit-V Market Structure-Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition, short term pricing in these market structure

Suggested Readings:

1. Adhikary, M. Business Economics. New Delhi, Excel Books, 2000
2. Baumol, W.J. Economics 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. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall New Jersey 1996.
5. Koutsoyiannis, A Modern Micro Economics. New York, Macmillan, 1991
6. Milgrom, P and Roberts J. Economics Organization and Management Englewood Cliffs, New Jersey Prentice Hall Inc. 1992.
7. Maheshwari, Yogesh. Managerial Economics., P.H.I.
8. Mehta, P.L. Managerial Economics., Sultanchand & Sons.
9. Varshney, R.L. Managerial Economics., Sultanchand & Sons.

Objective: The course is aimed at equipping the students with the necessary techniques & skills of communication and presentation. It enables in developing confidence among students to perform better as professionals.

Unit-I Managerial Skills- Nature & Concepts, objectives, significance, Managerial Skills, Employability Skills, Soft Skills and Technical Skills.

Unit-II Importance & Nature of communication, Verbal and Non Verbal, Talking and Speaking, Communication, Principles of effective communication, Process of communication, Barriers of Communication, Types of Communication.

Unit-III Do's and Don'ts of Business Writing, Business correspondence, Report Writing, e-communication, Resume Writing, C.V. Writing,

Unit-IV Listening Skills, Body Language and Public Speaking, Negotiation Skill.

Unit-V Interview Techniques, Group Discussions, Presentation skills, Meetings, Case Analysis, Brain Storming, Paper Writing and Presentation.

Suggested Readings:

1. Bowman, Joel P and Branchaw, Bemadine "Business Communication from Process to Product. 1987 Dryden Press, Chicago
2. Hatch Richard "Communicating in Business. 1977 Science Research Associates, Chicago
3. Murphy, Herta A and Peck, Charries E "Effective Business Communications". 2nd ed. 1976. Tata McGraw Hill, New Delhi.
4. Pearce. C. Glenn etc. "Business Communications: Principles and Applications.2nd" ed. 1988. John Wiley., New York.

Objective:-The basic purpose of this course is 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 Financial Accounting- concept, importance & scope. Generally Adopted Accounting Principles. International Financial Reporting Standards

Unit-II Understanding Financial Statements and Balance Sheet, Measurement of Business Income, Analysis of Financial Statements: Comparative Analytical Techniques (CAT) and Relative Analytical Techniques (RAT)

Unit-III Depreciation Methods, Inventory Valuation Methods

Unit-IV Management Accounting Concept, Need, Importance & Scope. Budget & Budgetary control. Performance & zero Based Budgeting

Unit-V Cost Sheet, Costing for decision making, Relevant Costing. Marginal Costing & Absorption costing.

Suggested Readings:

1. Bhattacharya S.K. and Dearden J. Accounting for Management. Text and cases. New Delhi, Vikas, 1996
2. Heitger L.E. and Matrach Serge, Financial Accounting New York, McGraw Hill, 1990
3. Hingorani N.L. and Ramnathan A.R. Management Accounting 5th ed. New Delhi, Sultan Chand, 1992.
4. Homgren Charles etc Principles of Financial and Management Accounting Englewood Cliffs, New Jersey. Prentice Hall Inc. 1994
5. Vij. Madhu Financial and Management Accounting New Delhi, Anmol Publications 1997

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| Unit-I | Individual Behavior – Personality, Learning, Perception, Attitude & Beliefs |
| Unit-II | Group Behavior – Meaning, Types of Groups, Group Process, Group Dynamics – factors influencing intergroup behavior and managing intergroup behavior |
| Unit-III | Organizational Change – Concept & Need, Change Process, Reasons for Resistance to Change, Measures to Overcome Resistance to Change |
| Unit-IV | Organizational Processes – Organizational Power, Organizational Politics, Empowerment, Conflict |
| Unit-V | Organizational Effectiveness – Creativity and Innovation, Corporate Governance, Management of Gender Issues |

Suggested Readings:

1. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
2. Mainiero, L A & Tromley C.L. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985.
3. Moore, M D. etc. Inside Organizations: Understanding the Human Dimensions. London, Sage, 1988.
4. Abad, Ahmad. Etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
5. De Nitish. Alternative Designs of Human Organizations. London, Sage, 1988.
6. French, W.H. and Bell, C H. Organisation Development. New Delhi, Prentice Hall of India, 1991.
7. French, W L., etc. Organization Development Theory, Practice and Research. 3rd ed. New Delhi, Universal Book Stall, 1990.
8. Harvey, D F. and Brown, DR. An Experimental Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
9. Huse, F E. and Cummings, T.G. Organization, Development and Change. 3rd ed. New York, West, 1985.
10. Sinha, Dharani, P.etc. Consultants and Consulting Styles. New Delhi, Vision, 1982.

Objective: To acquaint the students with ethical values and practices with emphasis on Indian Values and Culture

Unit I Indian Management – Principles, Models & Theory of Karma, Theory and Practices of Holistic Management and its relevance

Unit II Ethics – Meaning, Objectives and Sources of Ethics, Types of Business Ethics, Factors influencing Business Ethics, Ethics V/s Morals and Values

Unit III Managing Ethics – Theories of Ethics, Ethical Dilemma, Codes of Ethics, Normative Ethics in Management, Need and Values of Ethics in Global Change Behavioral Aspects of Ethics and Values

Unit IV Indian Values in Management – Secular and Spiritual Values, Science and Human Values, Lessons from Ancient Indian Educational System

Unit V Stress Management –Stress eustress, distress, Indian Perspective of Stress Management, Reasons for stress at workplace, Coping with a stress

Suggested Readings:

1. Murthy, C.S.V., Business Ethics – Text and Cases, Himalaya Publishing House Pvt. Ltd., 2nd Edition.
2. Wills, Joseph N., Business Ethics – A Stakeholder and Issues Management Approach, South Western Cengage Learning, 2003 Edition
3. Chakraborty, S.K.: Foundations of Managerial Work-Contributions from Indian Thought, Himalaya Publishing House Delhi 1998.
4. Kumar, S and N.K. Uberoi: Managing Secularism in the New Millennium Excel Books 2000
5. Gandhi, M.K. The story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972.
6. Sharma Suhas, “ Eastern Door Western Windows” , New Age Publications

Objective: The objective of the course is to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

- Unit-I Management Information System: Information, Information System, Management Information System, Role of MIS, Subsystems of MIS, MIS and Computer, MIS in academics, MIS in Business.
- Unit-II Development of MIS: Information requirement, Designing of MIS, Implementation of MIS, System Development Models, Quality in MIS, MIS Life cycle.
- Unit-III Decision Making: Decision Making Process, Stages in Decision Making, Individual and Organizational Decision Making, Decision Making Models, Information System support for Decision Making Phases.
- Unit-IV Decision Support Systems: Concept, Constructing a DSS, Executive Information System, (EIS), Artificial Intelligence System (AIS), knowledge Based Expert System (KBES), Enterprise Management System (EMS), Decision Support Management System (DSMS).
- Unit-V MIS Applications: Enterprise Resource Planning (ERP), MIS and ERP, Business Process Re-engineering (BPR), MIS and BPR,

Suggested Readings:

1. Theierauff, Robert J, *Decision Support System for-Effective Planning*, Prentice Hall, 1982.
2. Davis L., Michael W., *A Management Approach*, Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
3. Goyal, *Management Information System*, McMillan India.
4. Gupta, *Management of Systems*, McMillan India.
5. Oka Dr. Milind, *Management Information Systems*, Everest Publishing House, 7th ed., 2003.
6. Oka Dr. Milind, *Cases in Management Information Systems*, Everest Publishing House, 1st ed., 2003.
7. Jawadekar W.S., *Management Information Systems*, Tata Mc Graw Hill

Objective:- The objective of the course is to make the students familiar with some basic statistical and linear programming techniques and their applications in business decision making.

- Unit-I Introduction to Mathematical Derivatives, Introduction to Quantitative Methods applications, importance, scope, limitations, types.
- Unit-II Arithmetic Progression, Geometric Progression, Harmonic Progression & their managerial application. Matrices, Determinants & Matrices
- Unit-III Frequency Distribution & their analysis, Measures of Central tendency, Measures of Dispersion.
- Unit-IV Correlation & Regression analysis, Time series Analysis & forecasting.
- Unit-V Linear Programming: Formulation & Graphical solution method, Probability theory, types, distributions, Bi-nomial, Poisson & Normal.

Suggested Readings:

1. Chadha, N.K. Statistics for Behaviour and Social Scientists. Reliance Publishing House, Delhi. 1996
2. Gupta, S P and Gupta M.P. Business Statistics. New Delhi, Sultan Chand, 1997.
3. Kazmier, L.J. and Pohl N.F. Basic statistics for Management. New Jersey , Prentice Hall Inc., 1995.
4. Levin Richard I and Rubin David S Statistics for Management. New Jersey, Prentice Hall Inc. 1995.
5. Narag, A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
6. Sharma , J.K. Fundamentals of Operations Research Macmillan, New Delhi. 2001.