

**I SEMESTER**  
**MANAGEMENT FUNDAMENTALS AND ORGANIZATIONAL BEHAVIOR**

Course Code: 09 MBA 11  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

**Module 1**

Management Development - Management as a process of achieving objectives through the functions of planning, organizing, co-coordinating, directing and controlling; Mintzberg's interpersonal, informational and decisional roles; technical, human and conceptual skills to the work and contribution of management; levels of management; management theory: scientific management and the work of F W Taylor; administrative management and Fayol; Max Weber's ideal bureaucracy; the Hawthorne Studies; McGregor's Theory X and Y; and Systems approaches.

**(7 Hours)**

**Module 2**

Management Functions - Planning, organizing, co-coordinating, directing and controlling functions; the external environment and primary stakeholders; SWOT and PEST analysis; mission and policy statements; social responsibility; Management by Objectives(MBO); overall planning and control process; strategy and the strategic process;; strategic and operational decision-making; group decision-making.

**(9 Hours)**

**Module 3**

Management Structure - Forms of Organization, Organization structures: line, line and staff, functional, divisional and matrix; and span of control; organizational charts; the concepts of authority, power, responsibility, delegation and accountability; centralization and decentralizations.

**(7 Hours)**

**Module 4**

Managing Performance - Financial and performance objectives; methods of control; targets and target setting; financial and non-financial performance indicators; the control elements of planning: setting standards, monitoring, comparison and corrective action; budgets and budgetary control;

**(9 Hours)**

**Module 5.**

Introduction to OB: Concepts, OB Model, challenges in OB; Perception: Perceptual Selectivity, Perceptual Organization. Attitudes and Values: Sources and Change; Personality: Determinants, Measurement and Self-development; Learning: Sources, Principles Applicable Training.

**(7 Hours)**

**Module 6.**

Motivation: Theories and Applications. Transactional Analysis: Ego States, Types of Transaction, Games. Group Behavior: Group Development, Group Decision Making; Leadership. Power and Politics: Bases of Power, Political Implications of Power. Conflicts and Negotiations: Conflict Management, Bargaining Strategies. Organizational Process: Innovation and Change, Organizational Culture

**(9 Hours)**

**RECOMMENDED BOOKS:**

1. Management - A Global and Entrepreneurial Perspective - Harold Koontz, Heinz \ Wehrich - TMH 12th edition, 2008
2. Management-Concepts and Cases-V.S.P.Rao, Excel Books
3. Organizational Behavior - Stephen P Robbins, Timothy A. Judge, Seema Sanghi- Pearson Education, 12th Edition
4. Organizational Behavior-Steven L Mc Shane, Mary Ann Von Gilnow and Radha R Sharma, TMH, 3rd Edition, 2006

**REFERENCE BOOKS**

- 1.** Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
- 2.** Management- J.R. Schermerhorn Jr. 8th Edition, Wiley India, New Delhi 2005.
- 3.** Management-Richard L. Daft, Cengage learning
- 4.** Fundamentals of Management-Stephen P Robbins et al, Pearson Publications, Fifth
- 5.** Organizational Behavior, Fred Luthans, 11th edition, Mc-Graw Hill International
- 6.** Understanding Organizational Behaviour – Uday Parek; Oxford Press
- 7.** Management and organizational Behavior, Laurie J Mullins, Pearson education
- 8.** Fundamentals of organizational behavior, Slocum/Hillriegel. Cengage Learning

## MARKETING MANAGEMENT

Course Code: 09 MBA12  
Credit Pattern: L:T:P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

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### **Module 1**

Modern Marketing and Environment: Nature and scope of Marketing, Evolution, Various Marketing orientations, Marketing Vs Selling concept, The field of Marketing- Careers in Marketing, The Marketing Environment, Marketing research and information.

**(10 Hours)**

### **Module 2**

Target Marketing: Consumer buying Behavior, The Business Market, Market segmentation and target marketing strategies, product positioning.

**(7 Hours)**

### **Module 3**

Product: Product planning and Development, PLC, levels of product, Product Mix strategies, Brands, packaging and other product features. Price: Price determination, Pricings strategies.

**(10 Hours)**

### **Module 4**

Distribution: Channels of Distribution, Retailing, Wholesaling and Physical distribution. Promotion: The Promotional program, Advertising, Sales promotion, Publicity / Public relations, Personal selling and Sales Management.

**(8 Hours)**

### **Module 5**

Marketing in Special fields: Marketing of Services, International Marketing.

**(7 Hours)**

### **Module 6**

Managing the Marketing effort: Strategic planning and forecasting, Marketing implementation and evaluation

**(6 Hours)**

### **Recommended Books:**

1. Principles of Marketing- Philip Kotler, Kevin Lane Keller, Pearson, PHI, 12th Edition, 2006
2. Marketing Management, Tapan Panda, 2/e, Excel Publication

### **Reference Books:**

1. Marketing Management (Text & Cases in Indian Context), Dr. K.Karunakaran, HPH, 2007.
2. Fundamentals of Marketing Management, M J Etzel, B J Walker, William J Stanton, TMH, 13th Edition, 2005
3. Marketing Management-Rajan Saxena, TMH Publication, 3<sup>rd</sup> Edition.
4. Marketing by Lamb, Hair, Mc Danniel – Thomson, 7/e, 2004
5. Marketing by Evans & Berman, 2/e, Biztantra, 2005.
6. Marketing – Concepts, strategies by William M Pride, O C Fewell, Biztantra, 12/e, 2005
7. Marketing Management, Ramaswamy & Namakumari, Macmillan, 2005
8. Marketing Management, Arun Kumar & Meenakshi, Vikas, 2007
9. Principles of Marketing, Philip Kotler, Armstrong, Pearson Education, 12th Edition.

# QUANTATIVE TECHNIQUES – I

Course Code: 09 MBA 13  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

## **MODULE 1**

**Introduction to Statistics:** Definition of Statistics – Importance and Scope of Statistics – Functions of Statistics - Statistical Investigation - Limitations of Statistics – Distrust of Statistics - Statistical Data: Primary and Secondary data – Sources of Data – Types of Classification of data - Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution. – Diagrammatic and Graphic Representation - Line Diagram, Bar Diagram, Rectangle Diagram, and Pie Diagram -Choice of a suitable Diagram – Graphs: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives – Advantages and Limitations of Diagrams and Graphs. Tabulation - Types of Tables- Construction of one way and two way tables. **(8 Hours)**

## **MODULE 2**

**Measures of Central Tendency:** Average: Concept, Types – Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Locational Averages: Median, Mode (No grouping table method). Partition Values: Quartiles, Deciles and Percentiles - Comparison of the Various Measures of Central Tendencies. **(8 Hours)**

## **MODULE 3**

**Measures of Dispersion:** Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance – Coefficient of Variance - Comparison of various measures of Dispersion Skewness: Relative measures of skewness- Karl- Pearson, Bowley, Kelly, Co-efficient of skewness. **(8 Hours)**

## **MODULE 4**

**Correlation and Regression:** Scatter Diagram, Karl Pearson's coefficient of Correlation (One way table only), Rank Correlation, Concurrent Deviation – Simple Linear Regression: Simple Linear Regression Model-Least Squares Method-Coefficient of Determination-Model Assumptions-Testing for Significance. **(8 Hours)**

## **MODULE 5**

**Time Series Analysis & Index Numbers:** Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation – Methods of Estimating Trend, Problems on calculation on trend and seasonal variation only. **(8 Hours)**

## **MODULE 6**

**Index Numbers:** Index number: Price relative – aggregate price index – computing aggregate price index from price relatives – consumer price index – product price index – deflating a series of price indexes – price index considerations – Quality indexes **(8 hours)**

## **RECOMMENDED BOOKS**

1. Business Statistics, J.K.Sharma, Pearson Education, Second edition 2008.
2. Complete Business Statistics 6/e, Aczel and Sounderpandian, Tata-McGraw Hill, 2006

## **REFERENCE BOOKS**

1. Statistics, Levin and Rubin, Pearson, 7e.
2. Statistics for Business and Economics”, Anderson, Sweeney, William, Thomson Publishing, 9/e, 2007
3. Statistical Methods, S. P. Gupta, Sultan Chand & Sons, 2002
4. Fundamentals of Statistics, S. C. Gupta, Himalaya Publishing House, 6/e, 2004

# ECONOMIC ANALYSIS FOR MANAGEMENT

Course Code: 09 MBA 14  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

## **MODULE 1:**

Introduction to Managerial Economics :Nature and scope of managerial economics.Gap between theory and Practice.Objectives of business firms,measurement of profit (accounting & economic profits).Fundamental concepts used in business decision.Oppertunity cost, Incremental cost,Time perspective ,Discounting and equi-marginal principles.Basic calculus to managerial economics .

**(10 hours)**

## **MODULE 2**

Demand analysis ,Concept of demand, Individual and market demand,Demand function,Linear and Nonlinear demand curves.Law of demand,Determinents of demand.Elasticity of demand.Price,income and cross elasticity,uses of elasticity of demand for managerial decision making.Concept of supply.Demand estimates and forecasting-methods,complete enumeration,sample survey,least square and regression equations with emphasis on problems.

**(10 hours)**

## **MODULE 3**

Production and cost analysis : Basic concepts,Production function,Short run & long run,Production with single and two variable function,Law of returns,return to scale.Cost analysis,short run & long run curves,Least cost combination,revenue analysis.

**(8 hours)**

## **MODULE 4**

Pricing Decision: Market structure, Features of perfect competition, Price and output determination: Monopoly, Pricing under monopoly, Price discrimination. Oligopoly, Feature, kinked demand curve, Monopolistic competition, Pricing under monopolistic competition, Pricing Practices, Full cost pricing,Price skimming,penetration pricing,Competitive bidding of price.

**(8 hours)**

## **MODULE 5**

Profit Analysis: Distinction between risk an uncertainty, Investment decision under risk, Investment decision under certainty, Minimum and maximum criterion.

**(6 hours)**

## **MODULE 6**

Profit: Determinents of short term and long term profits.Classification measurement of profit, Break even analysis – Meaning, Determinents of BEA, Limitations, Uses of BEA in managerial decisions.

**(6 hours)**

## **Recommended Books:**

- 1 D N Dwivedi Managerial Economics, 6<sup>th</sup> ed, Vikas Publication, 2005
- 2 Managerial Economics : H .Craig Peterson ,W. Chris lewis, Sudhir K Jain.

## **Reference Books:**

1. Dr D M Mithani: Managerial Economics Theory and Application Himalayan Publication, 2/e, 2005
2. Managerial Economics – Varshney & Maheshwari – Sultanchand, 2003
3. Managerial Economics : Atmananda ,Excel books.
- 4 Managerial Economics : A.N.Aarwal, Excel books.
- 5 Managerial Economics : Christopher R Thomos / S Charles Hill 8<sup>th</sup> edition.

## FINANCIAL ACCOUNTING

Course Code: 09 MBA 15  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

### **Module 1**

#### **Basics of Accounting**

Accounting Conventions and Concepts, Accounting Principles, Accounting Equations and Accounting disclosures, GAAP and Users of Accounting. **Basics accounting mechanics** Journal – Ledgers – Cash books - Trial Balance – Income statement – Balance Sheet- (Students are required to understand the flow in recording transactions. Case studies should be adopted as teaching methodology)

**(8 hours)**

### **Module 2**

#### **Revenue recognition and measurement-Inventory valuation:-**

Concepts and Methods (LIFO, FIFO and Weighted averages) , Accounting for depreciation and depreciation methods, Disposable of depreciable assets - Implications of changes in method of valuation of Inventory and depreciation,. Accounting for manufacturing cost.

**(8 hours)**

### **Module 3**

#### **(Exposure to reading income statements of companies and firms)**

Profit and loss related concepts – reporting methods (vertical and horizontal), Measuring Income, Adjustment process, various heads in income statements, Evaluating incomes and expenses to measure performances (Cost effectiveness – various cost component as a percent of sales).

Balance sheet related concepts – Reporting of Assets of liabilities under companies act and measuring performances, Auditors report and qualifications of auditor

**(8 hours)**

### **Module 4**

#### **(Exposure to reading Balance sheet of companies and firms)**

Fixed assets-determining cost of requisition, revaluation of fixed assets, Accounting for natural resources and intangible asset, Liabilities-current liabilities, long term liabilities, (Types) contingent liability, Off balance sheet financing, shareholders equity-share capital concepts, preference capital , reserves and surplus concepts, bonus shares, by back of shares.

**(8 hours)**

### **Module 5**

#### **(Use company financial statement to define concepts)**

Measurement of cost of production, COGS, EBDIT, EBIT, Operating profit/loss, non operating Income and Expenses, PBT, PAT, Cost profit, Book Profit Net worth EPS, DPS P/E ratio, EVA, Entity value, Economic values, Market capitalization, Book values, ROCE, RONW., Window dressing of Balance sheet. Analysis of Financial performance of a firm- Ratio analysis – Liquidity ratios, Leverage ratios, Coverage ratios, Activity ratio and Profitability ratios - Inter firm and Intra firm comparisons and Do Pont analysis.

**(10 hours)**

### **Module 6**

Fund flow statement - Determining the sources and uses of working capital, Cash flow statement – Determining the sources and uses of cash.

**(6 hours)**

#### **RECOMMENDED BOOKS:**

1. Financial accounting a managerial perspective – R. Narayanaswamy – PHI
2. Accounting for Management text and cases – S.K. Bhattacharyya and John Dearden - Vikas publishing house

#### **REFERENCE BOOKS :**

1. N. Ramachandran & Ram Kumar Kakani - Financial Accounting for Management-TMH Publications
2. N. Ramachandran & Ram Kumar Kakani-Financial Accounting For Management-TMH Publications
3. P.C.Tulsian –Financial Accounting-Pearson Education India
4. R.L. Gupta & M. Radhaswamy – Advanced Accountancy- Sultan Chand Publications.
5. Jawaralal – Accounting For Managers – Himalaya Publishing House.
6. Bhattacharya-Accounting for Managers-Vikas Publications
7. Maheshwari S.N. – Corporate Accounting – Vikas publishing House, New Delhi.
8. S.N. Maheshwari & S.K. Maheshwari – Introduction to Accountancy – Vikas Publications.

## **INFORMATION SYSTEMS FOR MANAGERS**

Course Code: 09 MBA 16  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

### **MODULE 1**

#### **INTRODUCTION**

What is MIS, importance of MIS, evolution of MIS, computers and MIS, organizational structures, logical foundation of MIS, typical MIS, future of MIS, data and information management and decision making, classification of information systems, information support for functional areas of management. Impact of business on IS, Key ingredients of success organizing information systems.

**(7 hours)**

### **MODULE 2**

#### **SYSTEMS ENGINEERING**

System concepts, control, types of systems, handling system complexity, classes of systems, general model of MIS, the need for system analysis, system analysis of the existing system, system analysis of a new requirement, system development model, structured system analysis and design (SSAD), MIS and system analysis.

**(7 hours)**

### **MODULE 3**

#### **DEVELOPMENT OF MIS**

Development of long range plans of the MIS, Ascertaining the class of information; determine the information requirement, development and implementation of MIS. Management of information quality in the MIS, organization and development of MIS, MIS: development process model.

**(8 hours)**

### **MODULE 4**

#### **DECISION SUPPORT SYSTEMS AND KNOWLEDGE MANAGEMENT**

DSS: concept and philosophy, group DSS, DSS application in E- enterprise, knowledge management system, knowledge base expert system, MIS and benefits of DSS. Enterprise Management System (EMS), Enterprise Resource Planning (ERP) system, ERP model and modules, benefits of ERP, ERP implementation.

**(8 hours)**

### **MODULE 5**

#### **FUNCTIONAL BUSINESS SYSTEM**

Introduction, personal management, financial management, raw materials management, production management, marketing management, corporate overview. DATA BASED SYSTEM : Data base concepts, data base models, data base design, conceptual model, physical model, RDBMS, MIS and RDBMS.

**(10 hours)**

### **MODULE 6**

#### **TECHNOLOGY AND INFORMATION SYSTEM**

Introduction, data processing, transaction processing, application processing, information system processing, TQM of IS, introduction network, network topology, data communication. E-BUSINESS TECHNOLOGY : Introduction to E-business, models of E-business, Internet and World Wide Web (www), Intranet and extranet, Security in E-business, electronic payment system, impact of web on strategic management, web enabled business management, MIS in web environment.

**(8 hours)**

### **RECOMMENDED BOOKS**

1. Management Information Systems, W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004
2. Management Information Systems, Kenneth J Laudon, Jane P. Laudon, Pearson/PHI,10/e, 2007

### **REFERENCE BOOKS:**

1. Introduction to Information System, James A. O' Brien, Tata McGraw Hill, 12<sup>th</sup> Edition.
2. Management Information Systems, S.Sadagopan, PHI, 1/e, 2005
3. Management Information Systems, Effy Oz, Thomson Course Technology, 3/e, 2003
4. Principles of Information Systems – A Managerial Approach, Ralph Stair, George Reynolds, Baba Barkha Nath printers.

5. Corporate Information Strategy and Management, Lynda M AppleGate, Robert D Austin et al, Tata McGraw Hill, 7<sup>th</sup> Edition.

## **BUSINESS COMMUNICATION - I**

Course Code: 09 MBA 17  
Credit Pattern: L: T: P = 3:0:1 = 4  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

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### **MODULE 1**

INTRODUCTION: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis.

**(10 hours)**

### **MODULE 2**

ORAL COMMUNICATION: What is an oral Communication – principles of successful oral communication – barrier to communication – two sides of effective oral communication.

**(6 hours)**

### **MODULE 3**

LISTENING & NON-VERBAL COMMUNICATION: Importance – Barriers – Approches to listening – How to be a better listener. Introduction to non verbal communication – Characterstics – Classifications – Advantages.

**(6 hours)**

### **MODULE 4**

LANGUAGE SKILLS: Parts of speech – Verbs – Subjects – Tenses – Prepositions – Adjectives – Punctuation – Sentences – Structure – Misplaced elements.

**(8 hours)**

### **MODULE 5**

WRITTEN COMMUNICATION: Art of writing, Purpose of writing, Importance – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – coherence.

**(6 hours)**

### **MODULE 6**

BUSINESS LETTERS: Structure and Layout of letters – writing routine and pleasant, writing routine and unpleasent and persuasive letters – writing memos.

**(12 hours)**

### **RECOMMENDED BOOKS:**

1. Business Communication: Concepts, Cases and Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education, 1/e, 2004
2. Business Communication, Process And Product – Mary Ellen Guffey – Thomson Learning, 3/E, 2002

### **REFERENCE BOOKS:**

1. Basic Business Communication – Lesikar, Flatley TMH 10/E, 2005
2. Advanced Business Communication – Penrose, Rasberry, Myers Thomson Learning, 4/e, 2002
3. Effective Technical Communication By M Ashraf Rizvi .- TMH , 2005
4. Business Communication Today by Bovee Thill Schatzman – Pearson & Education, 7th Ed, , 2003
5. Contemporary Business Communication – Scot Ober – Biztantra, 5/e
6. Business Communication – Krizan, Merrier , Jones- Thomson Learning, 6/e, 2005

## **LANGUAGE LAB**

Course Code: 09 MBA 18

Credit Pattern: L: T: P = 0:0:3 = 3

No. of Hours per Week: 3

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- 1 Introduction to communication.
- 2 The art of written communication.
- 3 Problem solving and case analysis – 1.
- 4 Problem solving and case analysis – 2.
- 5 Presentation skills – Tips and Tricks 1
- 6 Presentation skills – Tips and Tricks 2
- 7 Presentation skills – Final Presentation 1.
- 8 Presentation skills – Final presentation 2.
- 9 Executive Summary and Report writing.
- 10 E-mail Etiquette.

### **Recommended Books:**

- 1 Meenakshi Raman and Prakash Singh. Basic Business Communication, Oxford University Press 2004.
- 2 J.Sethi: A practical Course in English Pronunciation (With CD), Prentice Hall India 2005.