

## MBA 101: PRINCIPLES & PRACTICES OF MANAGEMENT

**3 Credits per Week, 1 Credit= 1 Lecture per Week**

### 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

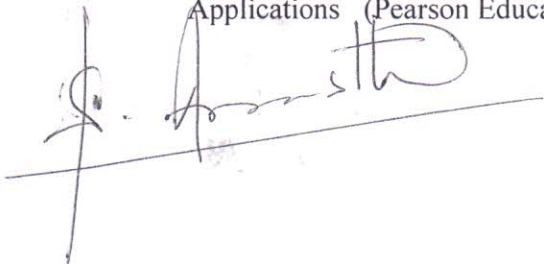
Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations, Post Control of Outputs. .

### UNIT V

Cases study related to the entire syllabus.

### Suggested Readings:

- 1 Stoner, Freeman & Gilbert Jr -Management (Prentice Hall of India, 6th Edition)
  - 2 Koontz Harold & Weihrich Heinz – Essentials of management (Tata McGraw 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)



## MBA 102: MANAGERIAL ECONOMICS

**3 Credits per Week, 1 Credit= 1 Lecture per Week**

### UNIT I

Introduction to Economics; Nature and Scope of Managerial 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: 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

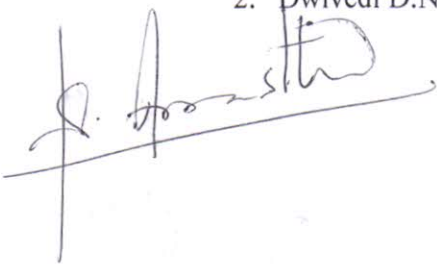
National Income; Concepts and Various Methods of its Measurement, Inflation, Types and Causes, Business Cycle, Profit Concept and Major Theories of Profits; Dynamic Surplus Theory, Risk & Uncertainty Bearing Theory and Innovation Theory.

### UNIT V

Case study related to the entire syllabus.

### Suggested Readings:

1. Damodaran Suma – Managerial Economics (Oxford 2006)
2. Dwivedi D.N. -Managerial Economics (Vikas Publication, 7<sup>th</sup> Edition)



## MBA 103 : ACCOUNTING FOR MANAGERS

**4 Credits per Week, 1 Credit= 1 Lecture per Week**

### 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.

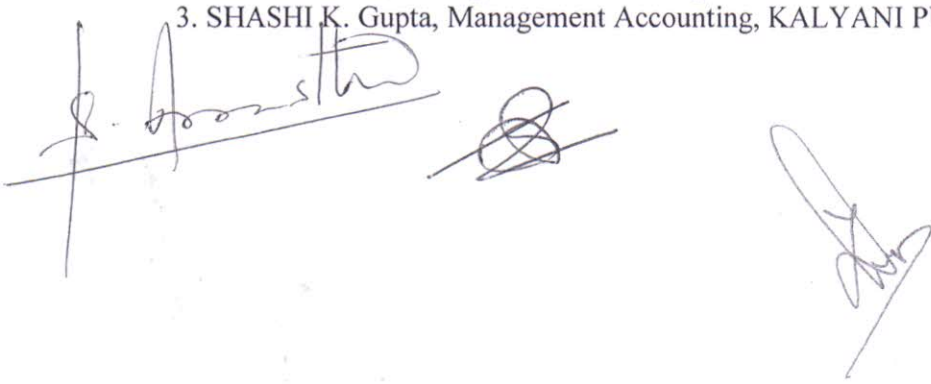
**Control and Profit Planning** Budgeting and Budgetary Control – Concept, Types, Advantages, Disadvantages, Preparation of Budget – Sales, Flexible, Cash Budget, Production Budget, Concept of Zero Based Budgeting and Performance Budgeting, Standard Costing and Variance Analysis-Material and Labour

### UNIT V

Case study related to the entire syllabus.

#### Suggested Readings :

1. S.N .MAHESWARI, Corporate Accounting
- 2 .I.M. PANDEY, Management Accounting,
3. SHASHI K. Gupta, Management Accounting, KALYANI PUBLICATION



## MBA 104: ORGANISATIONAL BEHAVIOUR

3 Credits per Week, 1 Credit= 1 Lecture per Week

### UNIT I

Concept, Nature, Characteristics, Conceptual Foundation, 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, Three level Work Motivation Model, Motivating a Diverse Workforce.

Leadership: Style and Theories of Leadership-Trait, Behavioural and Situational Theories, Leadership styles in Indian Organisations.

Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

### UNIT IV

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: 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 Dysfunctionality of Conflict, Classification of Conflict Intra, 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.

### UNIT V

Case study related to the entire syllabus.

### Suggested Readings:

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

2 Luthans Fred -Organizational Behaviour (Tata Mc Graw Hill, 10<sup>th</sup> edition)

3 Robbins Stephen P. -Organizational Behaviour (Pearson Education, 13th Edition)

