



# 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 (FT) Syllabus

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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. (5<sup>th</sup> Ed.). *Corporate Accounting*. New Delhi: Vikas Publishing House.
3. Sharma, R. K. and Gupta, S.K. (2008). „. *Management Accounting*. New Delhi: Kalyani Publishers.



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## MBA (FT) Syllabus

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### MBA 104 – Organisational Behaviour

03 Credits

#### UNIT I

Concept, Nature, Characteristics, Conceptual Foundation, Importance, Models of Organisational 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 Conflict, Classification of Conflict - Intra, Individual, Interpersonal, Intergroup and Organizational; 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 studies

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**Suggested Readings:**

1. Newstrom, J. W., & Davis, K. (1986). *Human behavior at work*. New York. McGraw-Hill.
2. Luthans, F. (2005) *Organisation Behaviour*, 12/E. McGraw Hill.
3. Robbins, S. P. (2001). *Organizational behavior*, 14/E. Pearson Education India.

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## MBA (FT) Syllabus

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### MBA 105 – Business Statistics

03 Credits

#### 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

**Correlation:**-Meaning and Types of Correlation, Karl Pearson and Spearman Rank Correlation. **Regression:**-Meaning, Regression Equations and their Applications, Partial and Multiple Correlation & Regression.

#### 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.

#### UNIT V – Case studies

#### Suggested Readings:

1. Beri, G. C. (2005). *Business Statistics, 2E*. Tata McGraw-Hill Education.
2. Render, B. (2006). *Quantitative analysis for management*. Pearson Education India.
3. Gupta, C. B., & Gupta, V. (2009). *Introduction to Statistical Methods*. Vikas Publishing House Pvt Ltd.
4. Levin, R. I. (2008). *Statistics for management*. Pearson Education India.

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## MBA (FT) Syllabus

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### MBA 106 – Business Environment

02 Credits

#### UNIT I

The Concept of Business Environment, Significance and Nature. Environment Scanning: Meaning, Nature and Scope, 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, Competition Act, FEMA, SEBI, 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; 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

Consumerism, Social Responsibility of Business Enterprises, New Economic Policy-Globalization, Liberalization and Privatization; EXIM policy; FDI Policy; Multinational Corporation (MNCs) and Transnational Corporations (TNCs); Global Competitiveness.

#### UNIT V – Case studies

#### Suggested Readings:

1. Cherunilam, F. (2010). *Business Environment*. Himalaya Publishing House..
2. Misra, S. K., & Puri, V. K. (2004). *Economic Environment of Business*. Himalaya Publishing House.
3. Shaikh, S. (2010). *Business Environment, 2/E*. Pearson Education India..
4. Paul, J. (2010). *Bussiness. Environment*. Tata McGraw-Hill Education.

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### MBA 107 – Communication and Computers for Management

02 Credits

#### UNIT I

**Introduction to Business Communication** - Meaning, Importance and Process of Communication, Need for Communication, Barriers to Communication, Essentials of effective communication, Media and Types of Communication.

#### UNIT II

**Effective Business Communication** : Use of Technology to improve business communication, Intercultural Communication, Communication in teams, Committees Conferences, Business letters and Notice, Speeches, Planning and creating effective power point presentation slides, Mock interviews and Group Discussion.

#### UNIT III

- Introduction to MS Excel and Understanding Basic Working with it
- Introduction to MS Excel, Quick review on MS Excel Options, Ribbon, Sheets and
- Saving Excel File as PDF, CSV and Older versions
- Copy, Cut, Paste, Hide, Unhide, and Link the Data in Rows, Columns and Sheet
- Using Paste Special Options
- Formatting Cells, Rows, Columns and Sheets
- Protecting & Unprotecting Cells, Rows, Columns and Sheets with or without Password
- Page Layout and Printer Properties
- Inserting Pictures and other objects in Worksheets

#### UNIT IV

##### Working with Formulas/Functions

- Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX, ADDRESS, MATCH, OFFSET, TRANSPOSE etc.
- Logical Function: IF / ELSE, AND, OR, NOT, TRUE, NESTED IF/ELSE etc.
- Database Functions: DGET, DMAX, DMIN, DPRODUCT, DSTDEV, DSTDEVP, DSUM, DVAR, DVARP etc
- Date and Time Functions: DATE, DATEVALUE, DAY, DAY360, SECOND, MINUTES, HOURS, NOW, TODAY.
- MONTH, YEAR, YEARFRAC, TIME, WEEKDAY, WORKDAY etc.
- Information Functions: CELL, ERROR.TYPE, INFO, ISBLANK, ISERR, ISERROR, ISEVEN, ISLOGICAL, ISNA,
- ISNONTTEXT, ISNUMBER, ISREF, ISTEXT, TYPE etc.
- Math and Trigonometry Functions: RAND, ROUND, CEILING, FLOOR, INT, LCM, MOD, EVEN,

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SUMIF, SUMIFS etc.

- Statistical Functions: AVEDEV, AVERAGE, AVERAGEA, AVERAGEIF, COUNT, COUNTA, COUNTBLANK,
- COUNTIF, FORECAST, MAX, MAXA, MIN, MINA, STDEVA etc.
- Using Data Analysis

### UNIT V

#### Conditional Formatting

- Using Conditional Formatting
- Using Conditional Formatting with Multiple Cell Rules
- Using Color Scales and Icon Sets in Conditional Formatting
- Creating New Rules and Managing Existing Rules

#### Data Sorting and Filtering

- Sorting Data A-Z and Z-A
- Using Filters to Sort Data
- Advance Filtering Options Pivot Tables
- Creating Pivot Tables
- Using Pivot Table Options
- Changing and Updating Data Range
- Formatting Pivot Table and Making Dynamic Pivot Tables

#### Pivot Charts

- Creating Pivot Charts
- Types of Pivot Charts and Their Usage
- Formatting Pivot Charts and Making Dynamic Pivot Charts

#### VBA Macro

- Introduction to VBA Macro
- Recording Macro & Understanding Code Behind
- Editing, Writing VBA Code and Saving as Macro or Add-In
- Adding Add-Ins in Excel

### Suggested Readings:

1. Khetarpal, V., & Sehgal, M. K. (2006). Business Communication. Excel Books
2. Pal, R., (1979). *Business Communication*. Sultan Chand and Sons.
3. Chaturvedi, P. D., Chaturvedi, P. D., & Chaturvedi, M. (2011). *Business communication: Concepts, cases, and applications*. Pearson Education India.
4. Lesikar, R. V., Pettit, J. D., & Flatley, M. E. (1999). *Lesikar's basic business communication*. McGraw-Hill College.
5. Leon A and Leon M - *Introduction to Computers* (Vikas, 1st Edition).

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