

## I YEAR MBA – I SEMESTER (AUTONOMOUS) SYLLABUS

### **MS 111 – PERSPECTIVES OF MANAGEMENT**

**Course Objective:** On successful completion of the course the students should have:

- a. To familiarize the students with management theory, functions, principles and practices of Management.
- b. Learnt the scientific decision making process and problems and solving techniques and also learn the modern trends in management.

#### **Unit I INTRODUCTION:**

Management –Concept – Meaning – Need for management – Managerial Roles –Functions of Management – Managerial Levels v/s Skills – The Evolution of Management thought – Principles of Management – F.W.Taylor and Henry Fayol's Principles - Management as an Art – Science and Profession – Social Responsibility of Management.

#### **Unit II PLANNING:**

Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning process - Planning Premises – Forecasting – Significance – process and Environmental Forecasting – Decision making – Types of Decisions – steps in Decision Making process – Rationality in Decision Making – Management by Objectives – Process – Preconditions.

#### **Unit III ORGANIZATION:**

Nature and purpose of Organizing – Structure and process of Organizing – Principles of Organization – Formal and informal Organization – types of Organization Structure – Departmentation – methods of Departmentation – Span of Control – Line and Staff – Committees – Delegation of Authority – Decentralisation - Centralization - Recentralization.

#### **Unit – IV STAFFING:**

Nature and Importance of Staffing – Factors in selecting Lower, Middle and Upper level Managers – Skills and Personal characteristics needed by managers.

#### **DIRECTING:**

Motivation: Meaning –Assumptions of Human Behavior – Theories of Maslow's- Herzberg's - McClelland – Aldermen – Vroom – Porter and Lawler.

Leadership: Leader VS Manager - Leadership Theories – Leadership Styles.

Communication: Types of Communication – Communication process – Barriers to effective communication – Overcoming barriers to communication.

#### **Unit- V CONTROL:**

Importance - Steps in controlling Process – Pre-requisites for effective control – Requirements of Adequate Control – Total Quality Management.

(Case Study is compulsory in all Units)

#### **Suggested Books:**

1. Harold Koontz and Heinz Weihrich, 2010, Essentials of Management, McGrawHill, New York.
2. Curtis W. Cook and Phillip L. Hunsaker, 2010, Management and Organisational Behaviour, McGraw-Hill Irwin.
3. Robbins & Judge, 2010, Organisational Behaviour, Prentice Hall of India.
4. A.Pardhasardhy&R.Satya Raju: Management Text and Cases, Prentice Hall of India.
5. Peter F Drucker, The Practice of Management, McGraw Hill.
6. VSP Rao, V. Harikrishna 2010, Management – Text and Cases, Excel Books, New Delhi
7. Louis A Allen, Management & Organisation, McGrawHill, New York
8. AS Lather, M Handa, Cases in Management, Wisdom, New Delhi
9. JS Chandan, Management: Theory & Practice, Vikas, New Delhi.
10. Heinz Welrich & Harold Koontz, Essentials of Management, Tata McGraw Hill, New Delhi.

## MS 112 - QUANTITATIVE TECHNIQUES FOR MANAGEMENT

**Course Objective::** To make the students familiar with mathematical and statistical techniques and their applications in business decision making.

**Unit-I** Progressions – Differentiation (without Trigonometry background) and simple applications – Maxima and minima of One variable, Integration (without Trigonometry background) and simple applications – Binomial Theorem – Permutations and Combinations.

**Unit – II** Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

**Unit –III** Concept of Probability- Probability Rules – Conditional Probability and Multiplication Theorem – Baye’s Theorem – Probability Distributions – Binomial – Poisson – Normal and Exponential Probability Distributions.

**Unit-IV** Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples – Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

**Unit – V** Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness – Analysis of Variance.

### **Suggested Books:**

1. K.V.Sivayya and K.Satya Rao Business Mathematics, Vikas, New Delhi.
2. Anderson, Quantitative Methods for Business, Cengage, New Delhi.
3. Nagar, Das – Basic Statistics, Oxford University Press, New Delhi.
4. CR Kothari, Quantative Techniques, Vikas, New Delhi.
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age, New Delhi.
6. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
7. S.P.Gupta Statistical Methods for Management.
8. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publishing House, Mumbai.

## MS 113 – MANAGERIAL ECONOMICS

**Course Objective:** To enable students acquire knowledge to understand the economic environment of an organization. To understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

**UNIT – I Introduction to Managerial Economics:** Definition, Nature and Scope – Relationship with other areas in Economics – The role of managerial economics in decision making – Basic economic principles – the concept of opportunity cost – incremental concept – scarcity – marginalism – Equi –marginalism – Time perspective – discounting principle – risk and uncertainty – Concept of Utility – cardinal and ordinal approaches of utility – Sales and Revenue Maximizing Theories – Managerial Theories and Behavioral Theories – Profit Maximization Vs Wealth Maximization.

**Unit-II Theory of Demand:** Demand Analysis – Elasticity of demand, types and significance of Elasticity of Demand – Need for Demand forecasting – Demand forecasting techniques – Supply Analysis – Supply function – the Law of Supply – Elasticity of Supply (Problems).

**Unit III Production, Cost and Profit Analysis:** Meaning of Production function – Production function with one variable input – Diminishing Marginal Returns – Production function with two variable inputs – Cobb Douglas Production Function - Iso-quant – Iso-cost – Economies of Scale – Economies of Scope – Cost concepts – Types of costs – Cost – Volume Profit Analysis (Problems).

**Unit IV Market Structure and Pricing Practices:** Features and Types of different Markets – Price – Output determination in Perfect competition – Monopoly – Monopolistic competition – Oligopoly both in the long run and short run – Pricing Practices of Firms – Objectives of Pricing Policy – Approaches to Pricing New Products – Skimming Price – Penetration Pricing – Costs Plus Pricing – Marginal Cost Pricing – Psychological Pricing – Odd Number Pricing – Regulated Pricing – Predatory Pricing – Price – Quality Strategies for New Products – Premium Strategy – Good Value Strategy – over charging Strategy and Economy Strategy.

**Unit – V Macro economics & Business:** Nature – Concept and measurement of National Income – Classical and Keynesian approaches to Income – Employment and Investment. Inflation: Types – causes and measurement of inflation – Philips curve – stagflation – Trade cycles causes and policies to counter trade cycles.

### Suggested Books:

1. Dominik Salvatore, “Managerial Economics”, 2016, 8th Ed. Oxford University Press
2. D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House.
3. P L Mehatha , “Managerial Economics”, 8th Ed S.Chand Publishing.
4. Samuelson & Nordhaus, “Economics” 2010, 19th Ed., Tata McGraw Hills.
5. Atmanand, “Managerial Economics”, 2009, Excel Publishing.
6. Sumitra Paul, “Managerial Economics”, 2008, Macmillan.
7. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14th edition* Pearson, 2014.
8. G S Gupta, Managerial Economics, 2nd edition, TMH, 2012.
9. H. L. Ahuja, Managerial Economics, S. Chand, 2012
10. D.N. Dwivedi, Managerial Economics, Vikas, 2012.

## MS 114 – BUSINESS ENVIRONMENT & LEGISLATION

**Course Objective:** The present course aims at familiarizing the students with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations and also the students understand the legal and regulatory framework for doing business in India.

**UNIT – I Business Environment:** Meaning – Importance – Nature – Environmental Factors – Changing the dimensions of Business environment – monitoring techniques of environmental scanning.

**UNIT – II Socio – Cultural and Technological Environment:** Elements of Socio – Cultural Environment: Impact on Business – Culture and Sub culture pattern – Social responsibility of business – Technology upgradation – technology transfer – Technological Policy.

**UNIT – III Economic and Political Environment:** Significance and elements of economic environment – economic system – economic planning in India – Industrial Policy – New foreign trade policy – liberalization – privatization and globalization – Demonetization – Monetary and Fiscal policy – EXIM policy – Political ideology of the Government – critical elements of political environment.

**UNIT –IV Legal Environment of Business:** Political Institutions – Legislature, Executive and Judiciary – Changes of Legal Environment in India – Intellectual Property Rights – Major regulations pertaining to business.

**UNIT – V Business Legislations:** Consumer Protection Act 1986 – SICA Act – 1985 – FEMA Act 1999 – IT Act 2000 – Competition Act 2002 – SEZ Act 2005 – MSME Act 2006.

### Suggested Books:

1. Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai.
2. Fernando, A.C., *Business Environment*, Pearson.
3. Suresh Bedi, *Business Environment*, Excel Books, New Delhi,
4. Adhikary.M. *Economic Environment of Business*, Sultan Chand & Sons, New Delhi.
5. Aswathappa.K., *Essentials of Business Environment*, Himalaya Publishing House, Delhi.
6. Justin Paul, *Business Environment*, Text and Cases, Tata McGraw Hill.
7. Krishna Rao,P, *WTO-Text & Cases*, PSG Excel Series.
8. R.S.N. Pillai and Bagavathi, “*Legal Aspects of Business*”, S.Chand, New Delhi.
9. H.L.Ahuja, “*Economic Environment of Business*” S.Chand, New Delhi.
10. G.Prasad, *Business and Corporate Laws*, Jai Bharathi Publishers.

## MS 115 – ACCOUNTING FOR MANAGERS

**Course Objective:** To develop an insight of concepts, principles and techniques of accounting, costing and utilization of financial and accounting information for planning, and decision-making

**UNIT-I Introduction to Accounting:** Financial Accounting – Cost Accounting – Management Accounting – Definition – Scope – Nature – Objectives – Basic Accounting Concepts and Conventions – Accounting Standards ( Fundamental Level) – Generally Accepted Accounting Principles – International Financial Reporting Standards in India – Users of Accounting Information – Classification of Accounts – Journal – ledger and Trial Balance preparation – Errors and their rectification ( Theory and Problems)

**UNIT-II Presentation of Financial Statements:** Capital and Revenue items – Construction and Analysis of Trading, profit and loss account and Balance Sheet – Bank Reconciliation Statement (Theory and Problems) – Inventory Valuation and Depreciation — Accounting for Intangible Assets.

**UNIT-III Financial Statement Analysis :** Comparative, common size, trend, percentage (Theory) – Ratio Analysis – Funds Flow – Cash Flow Statements ( Theory and Problems)

**UNIT-IV Management Accounting:** Costing – Elements of Costing and Cost Sheet (Theory) – Classification of Costs – Marginal Costing – CVP analysis – Break Even Point ( Theory and Problems) – Standard Costing and Variance Analysis.

**UNIT-V Budgeting:** Budget and Budgetary Control – principles and methods – types of budgets – and preparation of Fixed, Flexible, Cash, Master and Zero Based Budgets – **Contemporary Developments:** Inflation accounting – Human Resource Accounting – Responsibility Accounting – Reporting to Management (Theory).

### **REFERENCES:**

1. G .Prasad & V. Chandra Sekhara Rao, Accounting for managers, jai Bharat publications.
2. Jelsy Joseph Kuppapally – Accounting for Managers – PHI (2008).
3. I.M. Pandey: Management Accounting, Vikas Publishing House. ND
4. Jawaharlal, Accounting for Management, Himalaya, Mumbai
5. Khan and Jain, Management Accounting, Tata Mc Graw Hill, Delhi.
6. Anthony, Robert N and James Reece, Accounting Principles, All India Traveler Book Seller, ND
7. Gupta R.L. and Radhaswamy M: Advanced Accountancy, Sultan Chand Publications.
8. Maheswari S.N: Advanced Accountancy, Vikas Publishing House. ND
9. Grewal T.S. Introduction to Accounting, 2009, S Chand Publishers
10. RajniSofat, Preeti Hiro – Basic Accounting – Prentice Hall of India, 2008.

## MS 116 – ORGANISATIONAL BEHAVIOUR

**Course Objective:** This course is designed to expose the students to understand the processes and dynamics in organisations.

**UNIT – I Organisational Behaviour:** Meaning – importance – nature and scope – approaches – Key elements – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Models.

**UNIT – II Individual:** Perception – Process, factors influencing perception – barriers in perceptual accuracy – enhancing perceptual skills – Attribution - Learning – characteristics, theories and principles of learning. Personality – Stages of Development, determinants of personality.

**UNIT – III Group Dynamics:** Meaning, Determinants of group behaviour and types of groups – Group Dynamics – frame work of group behaviour. Developing inter – personal relations, Transactional Analysis – Johari Window.

**UNIT – IV Organisational Culture:** Organization Design, culture and climate. Creating an ethical organizational culture – conflicts – Meaning, conflicts at individual, group and organisational level – sources of conflicts – functional and dysfunctional aspects – Strategies for conflict resolution.

**UNIT – V Organisational Change:** Organisational Change – change management and its dimensions, process. Pressures for change – resistance to change – overcoming resistance to change. Approaches to manage organizational change – Lewin’s and Kotter’s Plan for Implementing Change. – Organisational Development.

### Suggested Books:

1. Fred Luthans, *Organisational Behaviour*, Tata McGraw Hill.
2. Stephen P. Robbins, *Organisational Behaviour*, Pearson Education, New Delhi, 2006.
3. Aswathappa.K., *Organisational Behaviour*, Himalaya Publishing House, New Delhi.
4. Donald R. Brown & Don Harvey, *An Experimental Approach to Organisational Development*, Pearson Education.
5. Sarma V. s. Veluri, *Organisational Behaviour*, Jaico Publishing House.
6. Paton McCalman, *“Change Management”*, Sage Publications.
7. VenkataRatnam, *“Negotiated Change”*, Sage Publications.
8. Jai, B.P. Sinha, *“Culture and Organisational Behaviour”*, Sage Publications.
9. Arun Kumar N Meenakshi., *Organisational Behaviour*, Vikas Publishing House.
10. Keith Davis & John Newstrom, *Human Behaviour at work*, Mc-Graw Hill.

## MS 117 – MANAGERIAL COMMUNICATION

**Course Objective:** To equip the student with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

**Unit I** Role of communication in Business – Objective of Communication – The process of Human communication, Communication barriers – Types of Communication; Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence – Developing Listening Skills – Improving Non- verbal Communication skills – Understanding Cultural Effects of Communication.

**Unit II** Managing Organization Communication – Formal and Informal Communication – Intra and Personal Communication – Models for Inter personal Communication – Exchange theory – Johari window and Transactional Analysis.

**Unit III** Managing motivation to influence interpersonal communication – Inter-personal perception – role of emotion in inter personal communication – communication styles – gateways to effective interpersonal communication.

**Unit IV** Business writing skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence – Business Letter and Forms – Oral Presentations – Meetings, Telephone Communication - Use of Technology in Business Communication – E-Mail Messages.

**Unit V** Effective presentation and Interview Skills: Art of giving interviews in relation to placement appraisal interviews in selection and placement – Appraisal interviews – Exit Interviews – Web/ video conferencing and Tele-Conferencing.

### **Suggested Books:**

1. K. Bhardwaj, Professional Communication, IK Int. Pub. House, New Delhi.
2. Krizan, Merrier, Logan and Williams, Effective Business Communication, Cengage, New Delhi.
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage , New Delhi
5. McGrath, Basic Managerial Skills for All 5<sup>th</sup> Edition, Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers
7. Meenalshi Raman – Business Communication Oxford University Press
8. Lesikar I Flatley, Basic Business Communication, Tata McGrw Hill.