

MBA: First Year - First semester
V21MBT01: MANAGEMENT THEORY & ORGANIZATIONAL BEHAVIOUR
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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Course Outcomes:

Students are able to....

1. Understand the fundamentals of management and develop holistic perspective towards an organization. (K1)
2. Construct the models of decision making and controlling in an organizational context. (K2)
3. Describe various dimensions of individual behavior. (K1)
4. Identify the dynamics of group and also emerge as a good team member.(K2)
5. Demonstrate their leadership qualities and understand the culture of an organization. (K3)
6. Apply Managerial concepts for solving Business Management problems.(K3)

Unit-I:

Role of Management – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioral – Systems – Contingency

Unit-II:

Decision Making and Controlling – Process – Techniques. Planning – Process – Problems- Making it Effective. Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective.

Unit-III:

Organizational Behavior – Introduction to OB – Organizing Process – Departmentation Types – Making Organizing Effective - Understanding Individual Behavior – Perception – Learning – Personality Types – Johari window- Transactional Analysis

Unit-IV:

Group Dynamics and Motivation – Benefits of Groups – Types of Groups – Group Formation and Development, Motivation – Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler

Unit-V:

Leadership and Organizational Culture and Climate: Leadership – Theories of Leadership - Managerial Grid – Transactional vs. Transformational Leadership – Qualities of good Leader, Change Management – Conflict Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Essentials of Management- An International Perspective, 8th Edition, Koontz & Werich, TMH
2. Management: Text & Cases, 2nd Edition, Satya Raju & Parthasarthy ,PHI
3. Business Organization and Principles of Management, A. Roy, TMH
4. Management, Text & Cases, V.S. P. Rao & Harikrishna, Excel Books, 2009
5. Mgmt. Concept & Strategies, Chandan, Vikas Publications
6. Management Science, Rao, Scitech
7. Principal & Practice of Management. Ghanekar, EPH, 2005
8. Principal & Practice of Management, Amrita Singh, EPH
9. Organizational Behavior, Stephen P. Robbins, 16th Edition, Pearson Education.
10. Organizational Behaviour, 4th Edition, S.S. Khanka, S. Chand, 2002
11. Organizational Behavior 1st Edition, Mishra .M.N , Vikas Publishing
12. Organizational behavior, Pierce Gardner, Cengage, Weihrich & Aryasri, TMH, 2009.
13. Organizational Behaviour, Subbarao P, Third Revised Edition, Himalaya Publishing House, 2017.
14. Organizational Behaviour, Sarma, Jaico Publications, 2009.

MBA: First Year - First semester
V21MBT02: MANAGERIAL ECONOMICS

(Effective for the students admitted into first year from the Academic Year 2021-2022)

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Course Outcomes:

Students are able to....

1. Describe the concepts of Managerial economics in managerial decision making. (K1)
2. Infer the relationship between Price, demand & supply and determine changes in market equilibrium. (K2)
3. Explain the relationship between inputs and productivity using various production functions and their applicability in real world business. (K2)
4. Describe various cost structures and determine the relationship between costs and output in short and long run. (K2)
5. Describe the profit maximizing price and output in various competitive markets in short and long run. (K2)
6. Interpret problems related to Micro Economics and Business by studying practical cases. (K3)

UNIT 1:

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time perspective, Risk & uncertainty.

UNIT 2:

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – law of Supply, Elasticity of Supply -Need for Demand forecasting, forecasting techniques.

UNIT 3:

Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT 4:

Cost and Revenue Analysis: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Envelop shaped long run curve- Total, Average and Marginal cost and revenue curves– Cost - Volume – Profit analysis

UNIT 5:

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice — Managerial Theories of a firm. .

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
10. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.

MBA: First Year - First semester
V21MBT03: ACCOUNTING FOR MANAGERS
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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Course Outcomes:

Students are able to....

1. Understand Nature, objectives and principles of financial accounting. (K1)
2. Prepare the financial statements of organization. (K3)
3. Apply various tools to analysis the financial position of the organization. (K3)
4. Describe the fundamental concepts of cost accounting which help the organization in decision making. (K2)
5. Quote the contemporary practices in the area of financial accounting. (K1)
6. Interpret problems related to Accountancy by studying practical cases. (K3)

Unit-I:

Introduction to Financial Accounting: Definition – Nature – Scope - Objectives – Users of Accounting Information – Accounting Principles: Concepts and Conventions – Accounting Standards. **Branches of Accounting:** Financial Accounting – Cost Accounting – Management Accounting.

Unit-II:

Accounting Cycle & Preparation of Financial Statements: Book keeping, **Double Entry System, Classification of Accounts – Journal – ledger and Trial Balance preparation.** Capital and Revenue Expenditure. **Preparation** of Final Accounts: Trading, profit and loss account and Balance Sheet – Straight line and diminishing balance methods of depreciation. (Simple Problems)

Unit-III:

Financial Statement Analysis: Comparative - Common size, Trend Analysis, Ratio Analysis – Funds Flow Statement Analysis – Cash Flow Statement Analysis (Simple problems)

Unit-IV:

Cost Accounting for Managerial Decisions: Meaning of Cost, Costing, cost accounting, Classification of Costs, Elements of Cost and Preparation of Cost Sheet. Marginal Costing: Break Even Analysis (Simple problems)

Unit–V:

Contemporary Developments in Accounting: Window Dressing, Methods of Window dressing, **Ethical issues in preparation of accounts.** Human Resource Accounting - Responsibility Accounting – Reporting to Management (Theory) – Automation of accounting function

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

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, Third Revised Edition, Vikas Publishing House. New Delhi.
4. Jawaharlal, Accounting for Management, Himalaya, Mumbai,2012
5. Khan and Jain, Management Accounting, 5th Edition, Tata Mc Graw Hill, Delhi.
6. Gupta R.L. and Radhaswamy M: Advanced Accountancy, Sultan Chand Publications-2014.
7. Maheswari S.N: Advanced Accountancy, 5th Edition, Vikas Publishing House. New Delhi.
8. Grewal T.S. Introduction to Accountancy, 2009, S Chand Publishers

MBA: First Year - First semester
V21MBT04: LEGAL AND BUSINESS ENVIRONMENT
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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Course Outcomes:

Students are able to....

1. Describe the basic concept of Business & its influencing factors. (K2)
2. Understand the implications of various policies and Acts pertaining to Business . (K2)
3. Recognize various sections under IC and NI ACT. (K2)
4. Identify various sections under sale of goods Act. (K2)
5. Understand the insights related to company and Partnership Act. (K2)
6. Interpret problems related to Business by studying practical cases. (K3)

Unit-I:

Introduction: Concept of Business Environment-Definition-Characteristics- Micro and Macro Environmental factors. Role of WTO, World Bank and IMF in world trade.

Unit-II:

Economic & Business Environment: Industrial Policy, 1991; Liberalisation, Privatisation and Globalisation- Foreign Trade policy –Consumer Protection Act; Consumer Rights and redressal Mechanism; Disinvestment and privatization of PSUs, Industrial sickness in India .

Unit-III:

Legal Environment: Indian Contract Act, 1872 – Classification of contracts - Essentials of valid contract – Breach of contract and remedies. Negotiable Instruments Act, 1881 – Kinds of Negotiable Instruments – Presentation and discharge of Negotiable Instruments.

Unit-IV:

Sales of Goods Act: Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller..

Unit-V:

Company and Partnership Act: Company Act 2013: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up. Indian partnership Act 1932 – Duties and Rights of partners – Dissolution.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Dutt, Ruddar& KPM Sundaram, Indian Economy, S. Chand & Co. New Delhi,2016
2. Misra&Puri, Indian Economy, Himalaya Publishing House, Delhi,2015
3. Ahuja, H. L., Economic Environment of Business,7th Edition, S. Chand & Co, New Delhi
4. Adhikari,M., Economic Environment of Business, Sultan Chand & Sons, Delhi,2012
5. Fernando, A. C., Business Environment, Pearson, Delhi,2016
6. Ashwathappa, K, Essentials of Business Environment, Himalaya, Delhi,2018.
7. The Economic Times, Financial Express, Business Standard, Dailies

MBA: First Year - First semester
V21MBT05: BUSINESS COMMUNICATION
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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Course Outcomes:

Students are able to....

1. Understand the communication process, importance and its classification. (K2)
2. Classify among various organizational communication models. (K2)
3. Identify various influencing factors of interpersonal communication. (K2)
4. Apply various business writing skills. (K3)
5. Prepare reports for different occasions. (K3)
6. Interpret problems related to Communication by studying practical cases. (K3)

UNIT 1:

Role of Communication in Business: Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication – Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

UNIT 2:

Managing Organization Communication: Formal and Informal Communication - intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory, Johari Window and Transactional Analysis.

UNIT 3:

Motivational factors to influence Interpersonal Communication: Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – gateways to Effective Interpersonal Communication.

UNIT 4:

Business Writing Skills: Significance of Business Correspondence – Preparing agenda for meetings, recording minutes of meeting, Letter Writing (Employment related correspondence, Correspondence with Govt./Authorities, Office Orders, Enquiries and Replies), Press release, Writing CV - Telephone Communication – email and SMS etiquette.

UNIT 5:

Report Writing – Meaning and Significance-Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals, Formal Reports. Techniques of Presentation – Types of Presentation.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai, 2016.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd..
- 4) R. K. Madhukar, Business Communication, VIKAS Publications, 2018.
- 5) Business and Professional Communication, Texas Aandm. Sage Publications, 2017
- 6) The Basics of Communication, Steve Duck, Sage Publications, 2012
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press, 2015
- 8) English Grammar, RajeevanKara, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press, 2016.

MBA: First Year - First semester
V21MBT06: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

(Effective for the students admitted into first year from the Academic Year 2021-2022)

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Course Outcomes:

Students are able to....

1. Recall their basic knowledge of statistics, probability and probability distributions. (K1)
2. Interpret decisions making process and familiar with various supporting tools for decision making. (K2)
3. Apply Linear Programming models for various managerial problems. (K3)
4. Employ organizational resources using Transportation and Assignment models. Formulate strategies using Game theory. (K3)
5. Apply project management techniques like PERT and CPM. (K3)
6. Interpret problems related to practical assignments. (K3)

UNIT 1:

Basic Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression analysis - Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye'sTheorem- Probability Distributions- Binomial, Poisson, Normal and Probability Distributions.

UNIT 2:

Introduction to Operations Research. Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process.

UNIT 3:

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements in the Simplex Tableau. (Simple problems).

UNIT 4:

Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies,

Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT 5:

Network Analysis: Concepts of PERT & CPM.- Importance and Differences – Procedure for Drawing networks – identifying critical path – probability of completing the project within given time - project crashing –optimum cost and optimum duration..

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. N.D.Vohra: “***Quantitative Techniques in Management***”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “***Operations Research: Theory and Applications***”, Macmillan Gupta S.P:“***Statistical Methods***”, S. Chand and Sons, New Delhi,
3. Anand Sharma: “***Quantitative Techniques for Business decision Making***”, HimalayaPublishers, New Delhi,2012;
4. D P Apte: “***Operation Research and Quantitative Techniques***”, Excel Publication, New Delhi,2013
5. Hamdy, A.Taha: “***Operations Research: An Introduction***”, Prentice-Hall of India, New Delhi2003.
6. Anderson: “***Quantitative Methods for Business***”, Cengage Learning, New Delhi 2013
7. Sancheti, Dc & VK Kapoor, “***Business Mathematics***”, S Chand and Sons, New Delhi

MBA: First Year - First semester
V21MBL01: BUSINESS COMMUNICATION AND SOFT SKILLS LAB
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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Course Outcomes:

Students are able to....

1. Infer the core functioning of a Team and basic flow of communication. (K2)
2. Identify the key gestures and postures of an Individual. (K2)
3. Prepare Business correspondence letters and can prepare reports. (K3)
4. Present a topic before gatherings. (K1)
5. Interpret the importance of basic soft skills in practical context. (K3)

Unit – I

Communication and Team work: Objectives of Communication-Process of Communication-Types of communication; Team work – stages of team formation

LAB: LISTENING AND SPEAKING SKILLS- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube.(Presenting before the class). Team games.

Unit – II

Non verbal communication and Body Language: Kinesics, Proxemics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures.

LAB: Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

Unit – III

Written communication: mechanics of writing, report writing- business correspondence-business letter format- Meetings and managing meetings- Resume writing-Formats and Skills.

LAB: Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

Unit- IV

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness –strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques.

LAB: Designing presentations and enhancing presentation skills.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Mallika Nawal: —Business Communication, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: —Business Communication, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: —Organisational Communication, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das —Business Communication, PHI Private Limited, New Delhi, 2009.
7. R.K.Madhukar: —Business Communication, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:—Business and Professional Communication, SAGE, New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: —Business Communication, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: —Business Communication Skills, Everest Publishing House, New Delhi, 2011