

**Alabbar School of Management
Raffles University
MBA- SEM I
Principles of Management (MGTM-101)**

Objective

This module provides students with a wide-ranging introduction to management and understanding its key principles, concepts & theories and tools & techniques. The objective of this course is for each student to be able to know, comprehend, apply, analyze, synthesize and evaluate the basic principles of the fundamentals of managing organizations. Students will complete specific activities, as identified in the syllabus, related to each of the four functions of management: planning, organizing, leading and controlling.

Course Credits 4

Contact Hours 48 Hrs

Unit I: Evolution & Growth of Management Thought

Concepts, Theory and Practice: The Evolution of Management Thought – Scientific Management School, Behavioural School, Quantitative School, Integration School, Contemporary School, McKinsey's 7-S approach.

Unit II: Planning, Organizing & Direction

- Planning- Nature, Purpose, Types & Process of Planning; Concept of MBO, MBE & MBWA.
- Decision Making- Approaches, Decision Making under certainty, uncertainty & risk; Group Decision Making.
- Organizing- Line/ Staff Authority, Decentralization & Delegation, Effective Organizing.
- Direction- Supervision, Span of Supervision, Graicuna's Theory of Span of Management.

Unit III: Motivation, Control & Coordination

- Motivation- elements, importance, methods, theories.
- Controlling- Control Process, Importance, Critical Control Standards & Techniques, Maintenance Vs Crisis Management, Overall Control Process.
- Coordination- Definition, Characteristics, Objectives, Techniques.

Unit IV: Modern approaches to Management

- Concept of Knowledge management, change management, technology management, supply chain management, process and project quality standards – six sigma, CMM, CMMI, PCMM, Impact of IT quality management systems, learning organizations

Unit V: Contemporary Issues

- Social Responsibility & Ethics,
- Globalization & Management
- Inventing & Reinventing Organizations
- Culture & Multiculturalism

Course Outcomes: After completing the course student will be able to understand and explain.

S. No.	Course Outcomes
1	Developing understanding of managerial practices and their perspectives.
2	Applying planning and managerial decision making skills
3	Develop analytical and problem solving skills, based on understanding of management concepts and theories.
4	Comprehend and practice Indian Ethos and Value Systems Applying value based management and ethical practices.
5	Applying value based management and ethical practices.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions Class Test Mid Term Examination

Recommended Books

- Koontz, Essentials of Management, Tata McGraw Hill
- L. M. Prasad: Principles of Management

Reference Books

- Robbins, De Cenzo, Bhattacharya and Agarwal, (2009): Fundamentals of Management- Essential Concepts & Applications 6e, India, Pearson
- Hellriegel, Jackson and Sloceum, (2008): Management- A Competency Based Approach 10e, India, South- Western Cengage Learning.
- Stoner, Freeman, Gilbert, Jr., (2006), Management 6e, India, Prentice- Hall
- Anil Bhat, Arya Kumar, Management Principles, Process and Practices, Oxford.

**Alabbar School of Management
Raffles University
MBA-Sem I
Managerial Economics (MGTM-102)**

Objective

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Course Credits 4

Contact Hours 48 Hrs

Curriculum

Unit-I: Introduction to Economics

Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm. Gap between theory and practice and role of managerial economist.

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.

Unit-III: 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. Cost concept and analysis, short-run and long-run cost curves and its managerial use.

Unit-IV: Market Equilibrium and Average Revenue Concept. Market Structure

Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

Unit-V: 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.

Course Outcomes: After completing the course student will be able to understand and explain.

S. No.	Course Outcomes
1	Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.
2	The students would be able to understand the law of demand & supply & their elasticity's , evaluate & analyze these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to forecast demand for better utilization of resources.
3	The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world

4	The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic
5	The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions Class Test Mid Term Examination

Recommended Book:

- Dwivedi D.N., Managerial Economics, Vikas Publication, 7th Edition.

Reference Books:

- Paul A Samuelson Economics, Mc-Graw Hill, 2011.
- Petersen, Jain, Managerial economics-4e, Prentice hall.
- Mehta, P. L.; Managerial Economics, Sultan Chand & Sons., 2010.
- Peterson, Lewis; Managerial Economics, 4th Pearson Education, 2010.

Alabbar School of Management
Raffles University
MBA- Sem I
Accounting for Managers (MGTM-103)

Objective

This module provides students with a comprehensive introduction to Financial Accounting and Cost accounting, its meaning, principles, core concepts and usage. By the end of the module, students will be fully equipped with the knowledge and skills required to prepare and understand the financial and cost records.

Course Credits 4

Contact Hours: 48 Hrs

Unit I: Introduction to Accounting

Meaning, Objectives, Basic accounting terms, Accounting principles, Meaning and nature, Accounting concept and conventions, Basis of accounting – Cash and Accrual, Origin of Transactions – Source documents and vouchers, Accounting equations, Rules of Debit and Credit, Difference between Financial Accounting, Cost accounting and Management accounting.

Unit II: Recording of transactions

Books of Original entry- Journal, How to record a Transaction in Journal; Subsidiary Books; Book of Principal Entry-Ledger, Opening of Accounts, Posting and Balancing, Closing of Accounts; Trial Balance- Meaning, Objective & Preparation.

Unit III: Financial Statements

Meaning of Capital Expenditure, Revenue expenditure and Deferred Revenue Expenditure; Meaning of Financial Statement; Preparation of Manufacturing Account Trading Account, Profit and Loss Account and Balance Sheet. Depreciation: Concept, WDV and SLM methods.

Unit IV: Introduction to Cost Accounting

Meaning of Cost, Costing and Cost Accounting; Objectives of Cost Accounting, Types of Costs; Cost and Expense- Meaning & Differences ; Cost Centre-Meaning, Purpose, Types, Methods and Techniques of Costing.

Unit V: Cost Records & variance analysis

Meaning of Cost Sheet, Objectives of preparing Cost Sheet, Preparation of Cost Sheet. Cost Accounting System: Job Costing, Process Costing, Contract Costing, Service/ Operating Costing. Cost Analysis: Make or buy decisions, Accept or reject decisions, Process Costing. Concept of Standards Costing, Setting and revision of Cost Standards, Concept Variance, Calculating Material, Labour and Overhead Variance.

Course Outcomes: After completing the course student will be able to understand and explain.

S. No.	Course Outcomes
1	Understand and apply accounting concepts, principles and conventions for their routine monetary transaction
2	Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.
3	Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles
4	Utilize the technology (such as computers, information databases) in facilitating

	and enhancing accounting and financial reporting processes
5	Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.
6	Understand the basic concepts and importance of working capital management

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions Class Test Mid Term Examination

Recommended book:

- P.C. Tulsian, Financial Accounting, Pearson
- Khan & Jain, Cost Accounting, Tata McGraw Hill

Reading List

- Hanif & Mukherjee, Financial Accounting, Tata McGraw Hill
- Dr. D.K.Goyal, Accountancy, Arya Book Depot
- Hongren, Datar, Foster, Rajan, Ittner, Cost Accounting, A Managerial Emphasis, Prentice Hall
- M.N.Arora, Cost Accounting, Principles & Practice, Vikas Publishing House
- Nigam & Jain, Cost Accounting, Principles & Practice, Prentice Hall
- P. C. Tulsian, Cost Accounting, Pearson
- Banerjee, Cost Accounting, Principles & Practice, Prentice Hall

Alabbar School of Management
Raffles University
MBA- Sem I
Business Communication (MGTM-104)

Objective

Communication is a two way interactive process and its importance can be found in our professional as well as in our daily personal lives. We have intentionally taken a holistic approach in this module. This communication module is focused on the effective use and handling of communication situations, that individuals find themselves in both professional and personal environments. This module focuses on communication processes and key elements. It specifically explores the linkages between perception, personality, and communication including non-verbal communication. The prime purpose is to educate learners to effectively use and interpret verbal and nonverbal communication and understand what communication styles and skills can be adopted for different persons so as to ensure effective communication.

Course Credits 4

Contact Hours: 48 Hrs

Unit I: Elements of Communication

Communication: Meaning, Importance and Process, Objectives of Communication, Media and Types of Communication,

CT-Lab

Phonetic Symbols and Transcriptions, Word Formation.

Unit II: Basics of Communication

Verbal and Non-Verbal Communication, Formal and Informal Channels of Communication, Qualities of Good Communication

CT-Lab

Affixes, Listening and speaking Skills

Unit III: Skills of Communication

Barriers to Communication, Professional Communication, Interpersonal Communication and methods to improve it

CT-Lab

Words often Mis-spelt and Mis- Pronounced, One Word for Many.

Unit IV: Grammar

Subject-Verb Agreement (Concord), Linking Words (Conjunctions), Relative Clauses, Common Errors

CT-Lab

Synonyms and Antonyms, Seminar Presentation

Unit V: Composition

Resume Writing, Business Letter Writing: Sales, Credit, Enquiry, Order, Claim, Complaint, Job Applications, etc, E-mail messages, Telephone Etiquettes

CT-Lab

- Group Discussion, Job Interview.

Course Outcomes: After completing the course student will be able to understand and explain.

S. No.	Course Outcomes
1	Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
2	Analyse ethical, legal, cultural, and global issues affecting business Communication.
3	Develop an understanding of appropriate organizational formats and channels used in business communications
4	Gaining an understanding of emerging electronic modes of communication.
5	Developing effective verbal and non verbal communication skills.
6	

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Quiz Classroom Discussions Class Test Mid Term Examination

Recommended Readings

1. Communication Skills for Engineers and Scientists, Sangeeta Sharma and Binod Mishra, PHI Learning Pvt. Ltd.(New Delhi)
2. Current English Grammar and Usage with Composition, R.P. Sinha, Oxford University Press (New Delhi)
3. Business Communication, Meenakshi Raman & Prakash Singh, Oxford University Press (New Delhi)
4. Professional Communication, Aruna Koneru, Tata McGraw Hills, New Delhi.
5. A Practical Course for Developing Writing Skills in English, J.K. Gangal, PHI Learning Pvt. Ltd., New Delhi.
6. Advanced Manual for Communication Laboratories and Technical Report Writing, D.Sudha Rani, Pearson, (New Delhi)
7. A Course in Phonetics and Spoken English, J. Sethi & P.V. Dhamija, PHI Learning Pvt.Ltd. (New Delhi)
8. English Language Laboratories: A Comprehensive Manual, Nira Konar, PHI Learning Pvt .Ltd. (New Delhi)
9. Communication Skills for Engineers and Scientists, Sangeeta Sharma and Binod Mishra, PHI Learning Pvt. Ltd.(New Delhi).
10. Oxford English Learning Package.(With CDs: Headway Series)
11. Tata McGraw Hills English Learning Package (With CDs)\
12. "Oxford Advanced Learners' Dictionary" published by Oxford University Press (New Delhi)

Alabbar School of Management
Raffles University
MBA-Sem I
Information Technology for Managers (MGTM-105)

Objectives: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Credits 4

Contact Hours: 36(L)+12(P) Hrs

Unit I: Computer Hardware and Number System: - CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies. Number Systems and Arithmetic: Basic understanding of various Number Systems.

Unit II: Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems).

Unit III: DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries.

Unit IV: Data communication and Networks: Concepts of data communication, Types of data communication Networks, Communications Media, Concepts of computer networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-networking devices. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.

Unit V: Functional and Enterprise Systems: Data, Information and Knowledge concepts, Decision making process, Physical components of Information systems, Classification of Information systems. Overview of Security Issues in Information Technology.

Course Outcomes: After completing the course student will be able to understand and explain.

S. No.	Course Outcomes
1	Gain in depth knowledge of working of an IT enabled organisation
2	Learn to use various IT tools for solving Business Problems.
3	Develop and implement Information Systems for Business Applications.
4	Learn to increase efficiency of various management processes by using IT enabled technology.
5	Analyze various security and ethics related issues pertaining to the increasing use of Information Technology.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions Class Test Mid Term Examination

Recommended book:

- IITL Education Solutions (2009). Introduction to Information Technology, Pearson Education.
- Turban Ephraim, Ephraim McLean, James Wetherbe (2006), Information Technology for Management –Transforming organizations in the digital economy, 6th Edition, Wiley India.

Reference books:

- Sinha, P.K. and Sinha, Priti, *Computer fundamentals*, BPB Publications, New Delhi, Sixth Edition, 2011.
- Norton, P. (2001). Introduction to computers. TMH
- Rajaraman, V. (2004). Introduction to Information Technology. PHI.
- Ram, B. (2003). Computer Fundamentals. New Age Publications

Alabbar School of Management
Raffles University
MBA-SEM I
Statistics and Quantitative Techniques (MGTM-106)

Objective

The focus of this course is to equip the students with the knowledge of various statistical tools and techniques used in business decision making. The course aims at providing fundamental knowledge and exposure to the students to use various statistical methods in order to understand, analyze and interpret data for managerial decision making.

Course Credits 4

Contact Hours: 48 Hrs

UNIT-I

Statistics: Meaning, evolution, scope, limitations and applications; data classification; tabulation and presentation: meaning, objectives and types of classification, formation of frequency distribution, role of tabulation, parts, types and construction of tables, significance, types and construction of diagrams and graphs.

UNIT-II

Measures of Central Tendency and Dispersion: Meaning and objectives of measures of central tendency, different measure viz. arithmetic mean, median, mode, geometric mean and harmonic mean, characteristics, applications and limitations of these measures; measure of variation viz. range, quartile deviation mean deviation and standard deviation, co-efficient of variation and skewness.

UNIT-III

Correlation and Regression: Meaning of correlation, types of correlation – positive and negative correlation, simple, partial and multiple correlation, methods of studying correlation; scatter diagram, graphic and direct method; properties of correlation coefficient, rank correlation, coefficient of determination, lines of regression, co-efficient of regression, standard error of estimate.

UNIT-IV

Index numbers and time series: Index number and their uses in business; construction of simple and weighed price, quantity and value index numbers; test for an ideal index number, components of time series viz. secular trend, cyclical, seasonal and irregular variations, methods of estimating secular trend and seasonal indices; use of time series in business forecasting and its limitations, calculating growth rate in time series.

UNIT -V

Probability: Basic concepts and approaches, addition, multiplication and Bayes' theorem.
Probability distributions - meaning, types and applications

Course Outcomes: After completing the course student will be able to understand and explain.

S. No.	Course Outcomes
1	Gaining Knowledge of basic concept / fundamentals of business statistics.
2	To develop practical understanding of various statistics concepts.
3	To compute various measures of central tendency, Measures of Dispersion,

	Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
4	Evaluating basic concepts of probability and perform probability theoretical distributions.
5	Taking managerial decision and applying the Concept of Business Analytics.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions Class Test Mid Term Examination

Recommended book:

- Gupta, S.P. & M.P. Gupta, Business Statistics

Reference books:

- Gupta, C.B., An Introduction to Statistical Methods
- Gupta, B.N., An Introduction to Modern Statistics

**Alabbar School of Management
Raffles University
MBA-SEM I
Organizational Behavior (MGTM-107)**

Objective

This module provides students with an elaborative understanding of organizational behavior, its key principles, concepts & theories. The range of concepts & theories that students will be introduced to include foundation of organizational behavior, groups & group dynamics, motivation, leadership, organization design, organization structure, work stress, organization culture, organization effectiveness and development. By the end of the module, students will be fully equipped with the knowledge and skills required to understand & deal human behavior in the organization as individual, group member & organization as a whole.

Course Credits 4

Contact Hours: 48 Hrs

Unit I: Foundations of Organizational Behavior

- Conceptual framework of OB- Nature & Scope of Organizational Behavior, Determinants of Organizational Behavior, Challenges of Organizational Behavior.
- Individual Dimensions of OB- Nature of Human Behavior, Personality, Perception, Learning, attitudes & Values, Emotional Intelligence, Individual Decision Making, OB Mod

Unit II: Group & Group Dynamics

- Defining and classifying groups, group structure and processes, individual vs group behavior, group dynamics theories, group decision making process, organizational conflicts, types and causes, techniques of conflict resolution.
- Team vs groups, team development, Ingredients of effective teams, team life cycle, interpersonal skills - Johari window and transactional analysis, employee counseling.

Unit III: Motivation & Leadership Theories

- Motivation - Needs, contents and processes, Maslow's hierarchy of needs, Herzberg's two factory theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior modification.
- Leadership - Ohio State Studies, Michigan studies, and managerial grid. Contingency theories - Fiedler's model, Hersey and Blanchard's situational theory, leader-member exchange theory, path goal theory, and Charismatic leadership.

Unit IV: Structural & Cultural Dimensions of OB

- Design of Organization Structure, Forms of Organization Structure, works Design & Work Stress, Organizational Climate & Culture.

Unit V: Organization Effectiveness & Change

- Organization Effectiveness, Organization Change, Organization development

Course Outcomes: After completing the course student will be able to understand and explain.

S. No.	Course Outcomes
1	Comprehending the nature, functioning and design of organizations as social collectives

2	To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.
3	Develop practical insights and problem solving capabilities for effectively managing the Organisational processes
4	Analysing the behavior of individuals and groups in organizations.
5	Developing conceptual understanding of change and its implementation.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions Class Test Mid Term Examination

Recommended book:

- Robbins, Judge & Sanghi, (2009): Organizational Behavior 13e, India, Pearson, Prentice Hall

Reference books:

- L. M. Prasad, (2011): Organizational Behavior, India, Sultan Chand & Sons
- Hersey, Blanchard & Johnson, (2009), India, Pearson/ Prentice Hall
- Keith Davis: Organizational Behavior
- Fred Luthans: Organizational Behavior

**Alabbar School of Management
Raffles University
MBA- SEM I
Marketing Management – I (MGTM-108)**

OBJECTIVE

- To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
- To develop understanding on Consumer and business buying behavior
- Develop skill to understand Segmentation, Targeting and Positioning and develop strategy
- Ability to Understand and implement the Marketing-Information Systems

Course Credit: 4

Contact hours: 48 hrs

COURSE CONTENTS

UNIT- I Marketing Management: Introduction, objectives, Scope and Importance. Types of Market, Core Concepts of Marketing, Functions of Marketing, Marketing Orientations Marketing Environment: Introduction, Environmental Scanning, Techniques of Environment Scanning, Analyzing the Organization’s Micro Environment, Company’s Macro Environment, Differences between Micro and Macro Environment, Marketing Planning and Implementation

UNIT-II Consumer buying behavior: Introduction, Characteristics, Factors affecting Consumer Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buying Motives, Buyer Behaviour Models

UNIT-III Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyer, Steps in Business Buying Process

UNIT-IV Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition, Differentiation Meaning, Strategies

UNIT-V Understanding the Marketing-Information Systems (MKIS): Introduction, Characteristics of MKIS, Benefits, Types, Components, Marketing Research

Course Outcomes: After completing the course student will be able to understand and explain.

S. No.	Course Outcomes
1	Remember and Comprehend basic marketing concepts.
2	Understand marketing Insights on application of basic marketing concepts.
3	Able to Apply and develop Marketing Strategies and Plans
4	Understand and Analyzing Business/ Consumer Markets
5	Develop skills and ability Identify & evaluate Market Segments and Targeting.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz

	Classroom Discussions Class Test Mid Term Examination
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TEXT BOOKS:

- 1) Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
- 2) Marketing Management - Ramaswamy V. S. & Namakumar S, 5/e, McGrawHill Education Publishers, 2015.
- 3) Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.

REFERENCE BOOKS:

- 1) Managing Marketing, Noel Capon, Sidharth Shekar Singh, 4/e Wiley
- 2) Marketing: Lamb, Hair, McDanniel, Cengage Learning 2012.