

MBA: Semester-I
Paper MGTM-101: MANAGEMENT CONCEPT

Duration: 3Hrs.

Marks: 100

Credits: 4

The Course Objectives:

- The Subject matter in this module will help students with a wide -ranging introduction to management concepts used in the corporate world.
- This will introduce the students with key principles, concepts & theories of management.
- This will also introduce the students with tools & techniques used by the managers in various capacities for the smooth operations of the businesses of various categories.
- The course will help 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 Learning Outcomes

After completing the course, the student shall be able to:

CO1:	Understand the evolution of management concept and learn they why and how part of management evolution.
CO2:	Learn the fundamental principles of management and clearly be able to define and design any upcoming project step by step.
CO3:	Observe and understand the various factors involved in the performance of the human capital of an organization.
CO4:	Be able to distinguish the traditional approach and innovate a modern approach to solve human issues involved in the operation of a business.
CO5:	Remain open to learn new contemporary issues in management

Curriculum

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

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.

MBA: Semester-I
Paper MGTM-102: MANAGERIAL ECONOMICS

Duration: 3Hrs.**Marks: 100****Credits: 4****Course Objective**

- To familiarize the students with the basic concept of microeconomics.
- To make student understand the demand and supply analysis in business applications
- To familiarise students with the production and cost structure under different stages of production.
- To understand the pricing and output decisions under various market structures.
- To help students understand and apply the various decision tools to understand the market structure.

Course Learning Outcomes

After completing the course, the student shall be able to:

CO1:	To understand the concepts of cost, nature of production and its relationship to Business operations
CO2:	To be familiar with demand theory and applicability of the same in a business.
CO3:	To be familiar with theory of supply and applicability of the same in a business.
CO4:	To apply marginal analysis to the “firm” under different market conditions.
CO5:	To integrate the concept of price and output decisions of firms under various market structures.

Course Contents**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.

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.

MBA: Semester-I
Paper MGTM-103: ACCOUNTING FOR MANAGERS

Duration: 3Hrs.

Marks: 100

Credits: 4

Course Objective

- To acquaint the students with the fundamentals principles of financial, cost and management accounting.
- To learn and identify financial transactions in a business and record the same in the books of account.
- To enable the students to prepare, analyse and interpret financial statements.
- To be familiar with the basic concept of cost, identify cost and cost centres and apply methods and techniques of costing.
- To enable the students to make a cost sheet and to use standard costing for controlling decision making..

Course Learning Outcomes

After completing the course, the student shall be able to:

CO1:	Understand the fundamental concept of financial accounting.
CO2:	Learn and identify financial transactions in a business and record the same in the books of account.
CO3:	Learn and interpret to prepare financial statements of a business firm.
CO4:	Grasp the basic concept of cost, identify cost and cost centres and apply methods and techniques of costing.
CO5:	Learn to prepare a cost sheet and use variance analysis for the cost controlling process.

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.

Curriculum

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. Concept of Standards Costing, Setting and revision of Cost Standards, Concept Variance, Calculating Material, Labour and Overhead Variance.

Recommended book:

- P.C. Tulsian, Financial Accounting, Pearson

Reading List

- Hanif & Mukherjee, Financial Accounting, Tata McGraw Hill
- Dr. D.K.Goyal, Accountancy, Arya Book Depot
- Khan & Jain, Cost Accounting, Tata McGraw Hill
- 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

MBA: Semester-I
Paper MGTM-104: BUSINESS COMMUNICATION

Duration: 3Hrs.

Marks: 100

Credits: 4

Course Objective

The subject of Business Communication is basically designed to equip the student concept of Business Communication. The more specific objectives are as follows:

- To make learner know and understand and use basics of communication, both oral and written communication and to enhance professionals' presentation skill with emphasis on correct pronunciation.
- To make learner know, understand Verbal and Non-verbal communication.
- To make learner know and understand the barriers to communication and how to tackle it.
- To develop the professionals' ability of writing and presenting technical writing skills, such as, technical report, proposal and business correspondence etc.
- To facilitate the professionals become team leader by active involvement in GDs and interview etc., with a view to combating the challenges they may face in industries/organization; to create conducive environment for professionals to grow as good and responsible human beings imbining values and ethics.

Course Learning Outcomes

After completing the course, the student shall be able to:

CO1:	Use of various facets of communication skills, such as, Reading, Writing, Listening and Speaking Skills.
CO2:	To identify, formulate and solve the real life problems with positive attitude, Overcome the problems he/she faces in oral and written communication
CO3:	Acquire knowledge of and methods for using Business communication, such as, reports, proposals and business letters, Resume/CV etc.
CO4:	Use and practice compositions correctly.
CO5:	Give Presentations in different sessions and make self-appraisal.

Course Contents

Curriculum

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.

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)

MBA: Semester-I**Paper MGTM-105: INFORMATION TECHNOLOGY FOR MANAGERS****Duration: 3Hrs.****Marks: 100****Credits: 4**

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 Contents

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 Decimal, Binary, Octal and Hexadecimal Number System.

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).

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

Unit III: Data communication and Networks: Concepts of data communication, Types of datacommunication 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 IV: 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.

Recommended book:

- ITL Education Solutions (2009). Introduction to Information Technology, Pearson Education.
- Turban Efraim, 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

MBA: Semester-I
Paper MGTM-106: QUANTITATIVE TECHNIQUES FOR BUSINESS
DECISION MAKING

Duration: 3Hrs.

Marks: 100

Credits: 4

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.

Curriculum

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

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

Paper MGTM-107: ORGANIZATIONAL BEHAVIOR**Duration: 3Hrs.****Marks: 100****Credits: 4****Objectives**

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 the 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 Learning Outcomes

After completing the course, the student shall be able to:

CO1:	Understand the foundation of Organizational behaviour as well as the various human factors involved in the work environment.
CO2:	To identify, formulate and solve the dynamics of a group of people working to achieve one common goal.
CO3:	Acquire knowledge about different approaches and methods to lead and motivate human assets to keep them going and help them achieve their personal goals as well as the goals of the organization.
CO4:	Make students aware about various techniques of designing a result oriented organizational structure
CO5:	Help students to understand the various mechanism to cope with the change in system as well as performing effectively

Curriculum**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 factor 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

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