

SYLLABUS OF MBA – I SEMESTER 2019-20

M-101-FUNDAMENTALS OF MANAGEMENT

1. COURSE OBJECTIVES

1. To acquire knowledge to understand concepts and key principles of management and be able to critically apply this knowledge to analysis of a complex case study
2. To understand and apply a selected management topic to a real organizational setting
3. To be able to discuss with others the key management principles covered in the textbook and during lectures showing application of knowledge to case study material.

2. COURSE CONTENT

OVERVIEW OF MANAGEMENT

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills. Evolution of management thought - Classical Approach, Neo Classical Approach, Scientific Approach, Bureaucratic Approach, Administrative, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Management thinkers: Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Peter F. Drucker, Abraham Maslow, Herzberg and McGregor, Trends and Challenges of Management in Global Scenario.

PLANNING

Importance and Advantages of Planning, Planning Process, Types of Plans, Elements of Planning, Principles, Criteria and Limitations of Planning, Management by Objective (MBO), Strategies - Types of Strategies, Policies, Managerial Decision Making - Types of Decision, Decision Making Process, Rational Decision Making.

ORGANIZING

Nature and purpose of Organizing, Organization Structure: Design and Forms, Formal and Informal Groups Organization, Line and Staff Organization, Conflicts between Line and Staff, Measures to overcome the Conflicts, Departmentation.

DELEGATION OF AUTHORITY

Authority & Power, Responsibility and Accountability, Concept, Importance and Process of Delegation, Principles of Delegation and Barriers to effective Delegation, Span of Management, Span of Control and Decentralization and Centralization, Staffing: Importance and Process. Coordination: Concept, importance, principles of coordination, difficulties and techniques to ensure effective coordination.

DIRECTING

Direction: Importance, Principles, Components and Styles of Direction, Motivation and Satisfaction - Motivation Theories - Leadership: Concept and Definition, Importance, Styles of Leadership, Theories of Leadership- Leader vs. Manager, Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers

CONTROLLING

Controlling: Concept, Definition, Basic control process, Requirement of Effective Control, Control Techniques. Organization Culture - Elements and Types of Culture, Managing Cultural Diversity. Management Lessons by Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill Gates.

M-102 Organizational Behaviour

1. COURSE OBJECTIVES

1. Understand how application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness
2. Reflect on your own beliefs, assumptions and behaviours with respect to how individuals, groups and organizations act in order to expand your approaches and increase your own organizational effectiveness.
3. To help the students to develop cognizance of the importance of human behaviour.
4. To enable students to describe how people behave under different conditions and understand why people behave as they do.

2. COURSE CONTENT

CONCEPT OF ORGANISATIOAL BEHAVIOUR

Models of Organizational Behaviour, Systems theory and time dimension of effectiveness, Developing competencies, Limitations of Organizational Behaviour, Continuing challenges. Emerging issues in organizational behaviour.

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- I

Personality: Sources of personality, differences, the Myers –Briggs Type Indicators, The big Five Personality Model, other personality traits Relevant to OB, Measuring Personality

Learning: Concept and Theories of Learning

Attitudes: The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Job satisfaction, Changing Employee Attitudes

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- II

Perceptions, Attributions and Emotions: The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence.

Motivation: Concept of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation

Stress and Counselling: What is stress, Stress model, Work stressors, Stress outcomes, Stress moderators, Stress prevention and management, Employee counselling, Types of counselling

GROUP BEHAVIOUR AND INTERPERSONAL INFLUENCE

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups. Teams and Team Building, Transactional Analysis

Managing Conflict and Negotiation: Conflict in Organizations, A contemporary perspective on intergroup conflict, what causes intergroup conflict, the causes of dysfunctional intergroup conflict, managing intergroup conflict through Resolution, Stimulating Constructive intergroup conflict

Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power

ORGANIZATIONAL PROCESSES, CHANGE AND INNOVATION

Communication: The importance of communication, The communication process, Communicating within organizations, How technology affects communication, Interpersonal communication,

Multicultural communication, Barriers to effective communication, Improving Communication in organizations, Promoting ethical communications

Leadership: What is leadership, Trait approaches, Behavioural approaches, Situational approaches, Other perspectives, concepts and issues of leadership, Multicultural leadership, Emerging approaches to leadership

Managing Change and Innovation: Change at work, Resistance to change, Alternative change management approaches, Learning principles in change management, Change agents: forms of interventions, A model for managing organizational change

EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR

Organizational Behaviour Across Cultures: Conditions affecting multinational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication

Managing Misbehaviour: The emergence in Management of the study of misbehaviour, selected misbehaviours.

M - 103: MANAGERIAL ECONOMICS

1. COURSE OBJECTIVES

1. To familiarize the students with the fundamental economic concepts & principles.
2. To make students understand about the factors affecting managerial decision making.
3. To make students aware about Macroeconomic principals & stabilization policies

2. CONTENTS

Introduction to Business economics and Demand Analysis: Managerial Economics-Nature, Scope & significance, Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equimarginal principles

Theory of Consumer Behavior: rationality, revealed preferences and utility, indifference curves, utility maximization, demand functions, substitution and income effects, substitutes and complements, demand elasticity.

Production analysis: Production function with one variable input and two variable inputs – Law of diminishing of returns – iso-quants and iso-cost analysis – Producer Equilibrium – Law of substitution – Production functions and managerial decision making – Equilibrium of a multiproduct business firm – Expansion path.

Cost & Revenue analysis: Kinds of costs – costs in the short run and in the long run and their behavior – Applications of cost analysis in managerial decision making – The relationship between product and cost curves, business planning or envelope curve, economies and Diseconomies of

scale. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)

Market structure: Perfect Competition: Features, Determination of Price under Perfect Competition
- Monopoly: Features, Pricing under Monopoly, Price Discrimination. Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation; Pricing strategies and practices: Multi product pricing, price discrimination, transfer pricing, cost plus pricing, incremental / marginal pricing, transfer pricing, peak load pricing etc.

Macro Economics measures: Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators; Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Stabilization Policies: Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls; Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions; Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation.

M-104 - ACCOUNTING FOR MANAGERS

1. COURSE OBJECTIVES

The Syllabus aims to develop the student's ability to:

1. Understand and explain the conceptual framework of Accounting
2. Prepare Accounts for various entities under different situations
3. Acquire basic concepts of Cost & Management Accounting relevant for managerial decision making

2. COURSE CONTENTS

Introduction, Definitions, Accounting Cycle, Objectives of Accountings, Basic Accounting Terms, Generally Accepted Accounting Principles, Accounting Concepts and Conventions, Accounting System

Events and Transaction, Voucher, The Concepts of Account, Debit and Credit, Types of Accounts, The Accounting Process: Journals, Ledgers and Trial Balance, Accounting Equation, Accrual Basis & Cash Basis of Accounting, Capital & Revenue Transaction

Preparation of Final Accounts: Trading Account, Profit and loss Account with adjustments, Balance Sheet

Preparation of Cash Flow Statement (Accounting Standard – 3 Revised), Analysis of Financial Statements: Comparative, Common size, Trend Analysis, Inferences and Interpretations from Published Financial Statement

Cost Accounting: Evolution, Meaning, Objectives and Scope, Generally Accepted Cost Accounting Principles (GACAP), Definitions, Methods of Costing, cost & Cost Object, cost Organization, Costing system, Cost Determination

Cost Statements- Introduction, Cost Accumulation, Cost Collection, Cost Sheet formats & Preparation

M-105 - BUSINESS ENVIRONMENT

1. COURSE OBJECTIVES

1. To develop basic understanding and provide knowledge about business environment to the management students and enable them to realize its impact on environment of Business.
2. Master core concepts and methods from economic, political, and social analysis as they are relevant to the design and evaluation of economic environmental policies.
3. Apply systems, concepts and methodologies to analyze and understand interactions between social and environmental processes.

2. CONTENT OF THE SUBJECT

BUSINESS ENVIRONMENT

Business Environment: Meaning, Nature and Significance, Types of Environment, Economic & Non-economic environment, Environment Scanning and its process, Internal & External environment, Emergence of Market Driven Economies, Essential of Competitive Economies.

ECONOMIC TRANSITION (LIBERALIZATION, PRIVATIZATION AND GLOBALIZATION)

Liberalization :The New Economic Policy of India. Monetary Policy, Fiscal Policy, Export-Import Policy, Industrial Policy, FDI Policy, Reforms in Capital Market.Privatization : Objectives, Routes, Benefits, Success Conditions. Privatization in India.Globalisation : Features and Stages of Globalisation, Impact on Indian economy.LPG and Financial, Automobiles and FMCG industry.

MICRO, SMALL AND MEDIUM (MSME) ENTERPRISES & SUPPORTING INSTITUTIONS

Micro, Small and Medium Enterprises in India, MSME Policy Regulatory and Legal Framework, Institutional Framework : Training Services, SIDBI, NIMSME, NSIC and their role for MSME. Skill Development Initiatives.Role of Financing Institutions for MSME sector.

COMPETITION COMMISSION

Assessment of Regulatory Business Environment, Change from Control to Regulations, Changing role of RBI, IRDA, Pension, Board of Financial Supervision.

BALANCE OF PAYMENT AND BALANCE OF TRADE

Exchange rate and competitiveness, Foreign Capital Flows and Foreign Collaborations, FDI in India, Introduction to Foreign Exchange Management Act 1999 (FEMA), Stock Exchange, Commodity Exchange in India. Role of SEBI.

CONSUMER, CONSUMERISM AND EMERGING TRENDS

Consumer Rights, Consumerism and Business, Consumer Protection in India.

Emerging Trends :Green Initiatives, Sustainable Development Practices, Corporate Governance, Corporate Social Responsibility, Institutional framework for Planning - NITI Aayog and its functioning.

M-106 – HUMAN VALUES

1. COURSE OBJECTIVES

1. To impart Human Value Education to the students and make them aware about their Natural Acceptance.
2. To teach students to live in harmony at all levels like-Self, Family, society and Nature
3. To make students aware about the concept of existence is co-existence.

2. COURSE CONTENT

NEED, BASIC GUIDELINES, CONTENT AND PROCESS FOR VALUE EDUCATION Understanding the need, basic guidelines, Self Exploration - its content and process; „Natural Acceptance“ and Experiential Validation, Continuous Happiness and Prosperity- Human Aspirations, Right understanding, Relationship and Physical Facilities, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

UNDERSTANDING HARMONY IN THE HUMAN BEING - HARMONY IN MYSELF

Understanding human being as a co-existence of the sentient „I“ and the material „Body“
Understanding the needs of Self („I“) and „Body“ - Sukh and Suvidha
Understanding the Body as an instrument of „I“, Understanding the characteristics and activities of „I“ and harmony in „I“
Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNDERSTANDING HARMONY IN THE FAMILY AND SOCIETY- HARMONY IN HUMAN-HUMAN RELATIONSHIP

Understanding harmony in the Family, Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) , meaning of Vishwas; Difference between intention and competence, meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, harmony in the society , Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals ,Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (SarvabhaumVyawastha)- from family to world family.

**UNDERSTANDING HARMONY IN THE NATURE AND EXISTENCE - WHOLE
EXISTENCE AS COEXISTENCE**

Understanding the harmony in the Nature. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature. Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all pervasive Space. Holistic perception of harmony at all levels of existence

**IMPLICATIONS OF THE ABOVE HOLISTIC UNDERSTANDING OF HARMONY
ON PROFESSIONAL ETHICS. NATURAL ACCEPTANCE OF HUMAN VALUES**

Definitiveness of Ethical Human Conduct. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order. Competence in Professional Ethics: a) Ability to

utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models. Strategy for transition from the present state to Universal Human Order: At the level of individual: as socially and ecologically responsible engineers, technologists and managers. Case studies related to values in professional life and individual life.

M-107 – BUSINESS COMMUNICATION & TECHNICAL WRITING LAB

1. COURSE OBJECTIVES

To enable the students to become aware of their communication skills and sensitise them to their potential to become successful managers

1. To introduce them to some of the practices in business communication that are in vogue
2. To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as
 - making speeches,
 - controlling one-to-one communication,
 - enriching group activities and processes,
 - giving effective presentations,
 - writing letters, memos, minutes, reports and advertising and
 - maintaining one's poise in private and in public
3. To build their confidence and to install competitiveness by projecting a positive image of themselves and of their future.

2. COURSE CONTENT

OVERVIEW OF BUSINESS COMMUNICATION

Understanding Business Communication: Concept of Business Communication concept, Models of Communication, Process of Communication, Principles of Communication, Characteristics of effective business communication, Barriers to communication environment and ways to overcome them, Communication and Ethics, Cross Cultural Communication

CHANNELS OF COMMUNICATION AND LISTENING

Channels of communication, Types of communication: Verbal, Non-Verbal, Formal, Informal communication. Body Language, Listening: Importance of Listening, Types of Listening, Barriers to Listening and overcoming them, Listening situations, Developing Listening Skills

BUSINESS WRITING

Business Writing: Fundamental of Business writing, Principles of Written Communication: 7 C.s of written communication. Types of Business letter: Inquiries, Claims, Invitations, Reservations and Orders, Refusal & Collection Letters, Sales Letters; Inter-office Memos; Circulars, Notices & Recommendation Letters.

BUSINESS REPORTS

Business Reports and Proposals: Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

RESUME WRITING

Careers and Resumes : Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process.

VI SPOKEN ENGLISH AND INTERVIEWS

Spoken skills Conducting Presentation, Oral presentation, Debates, Speeches, Interview, Group Discussion, English Pronunciation, Building Vocabulary. Mastering the art of giving interviews in selection or placement interviews, discipline interviews, appraisal interviews and exit interviews

M-108 – COMPUTER APPLICATION LAB

1. COURSE OBJECTIVES

This Lab work is designed to make the students of management familiar with the basic concept of working various applications on computer.

2. COURSE CONTENT

MS OFFICE - I

Lab Sessions relating to

1. MS Word
2. Developing business presentation with MS-PowerPoint
3. MS Access
4. MS Project

MS OFFICE- II

Students are expected to Find the following parameters or Prepare for a given dataset using MS Excel

- ▯ Draw all types of Diagrams and Graphs
- ▯ Construction of one way and two way tables
- ▯ Arithmetic Mean
- ▯ Geometric Mean
- ▯ Harmonic Mean
- ▯ Median, Mode
- ▯ Quartiles, Deciles, Percentiles
- ▯ Minimum, Maximum, Range
- ▯ Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variance
- ▯ Co-efficient of Skewness: - Karl- Pearson, Bowley, Kelly,
- ▯ Correlation coefficient
- ▯ Regression coefficient - Slope (b in $y = a + bx$)
- ▯ Regression Constant - Intercept (a in $y = a + bx$)

TALLY SOFTWARE

Use of Tally, Journal Entry in Tally, GST entry in tally software
Design your own web page and web page of your college

INTERNET BASICS

Types of Connection, Internet Protocol, IP Address, Connectivity to Internet, WI-Fi Connectivity.

Google Search Tricks and Techniques.

WORKING WITH GOOGLE SERVICES

Docs, Spreadsheet, presenter, sites, etc.

M-109 – PRACTICE SCHOOL

1. COURSE OBJECTIVE

A management graduate needs to have exposure of the industrial working and understanding of application part of management concepts and also know his responsibility towards the society. Therefore, a new concept of practice school has been introduced in the curriculum.

2. COURSE CONTENT

This practice school in first semester will have two parts -

I. Industry Interaction

In this, students will start his industry interaction in the very first semester of the MBA program. He/ She has to visit an organization for 3 hours /week in any industry finalized/selected by competent authority. This interaction will give him feel and insight to the real time working.

A. This 3 hours /workwill be after the classroom studies

B. Selection criteria of organisation-

1. Have turnover more than 20 lakhs
2. Have more than 20 employees

C. During these hours, student will observe following points in the organisation:

1. Organisational structure and hierarchy
2. Different kind of jobs/works done by the employees at all levels in the company
3. Working of different departments
4. Types of skills require to work in an organisation

5. Ways of internal and external communication
6. Formal dressing and attitude
7. Coordination and team work

II. Social Responsibility

To make students understand his role and responsibility in society & nature and co-existence as whole, student has to take an initiative towards contribution in any relevant social and environmental issue.

- A. This work will be performed after the time of regular classes
- B. Student will perform one or more of the following activities after the approval of mentor and HOD:
 1. Making contribution in increasing the income of any street vender or any needy person from under privileged section
 2. Cleanliness Campaign
 3. Donation of his/her belongings which is of no use to him/her to needy ones
 4. Plantation and care for nature (soil, natural resources, plants and animals)
 5. Girl child and women safety, education and empowerment.
 6. Blood donations and help of needy people at hospitals
 7. Helping the under – privileged section of the society
 8. Educating the street children or in schools when and where needed.
 9. NukkadNatak on any topic of social or environmental concern.
 10. Any other relevant activities.

