

22MBA101	PRINCIPLE AND PRACTICE OF MANAGEMENT	L	T	P	C
		3	1	0	4

### Unit – I

**Introduction to Management:** The Management Process, Management Functions, kinds of managers, Managerial roles and skills, Evolution of Management -Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.

### Unit – II

**Planning and Decision Making: Planning and goal setting** – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment, Decision making process, types of decisions, decision making styles, Vroom’s Participative decision making model.

### Unit – III

**Organizing and Controlling:** Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary Organizational design and its challenges.

**UNIT-IV Controlling:** The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

**Unit V: Coordination & Direction Concept** - Importance and need for coordination, Principles of coordination, Methods of achieving effective coordination; Meaning of direction, Importance and Principles of direction, Characteristics of good direction.

### TEXTBOOK:

1. Essentials of Management, Harold Koontz & Heinz, Weihrich, 5th Tata McGraw Hill
2. Management Stoner, Freeman, Gilbert Jr. ,6th ,Prentice Hall
3. Management (A Global Perspective), Heinz Weihrich & Harnold Koontz, 10th Tata McGraw Hill
4. A Dictionary of Business 3ed. By Elizabeth Martin – Oxford
5. Fundamentals of Management, Robins ,3rd Pearson Education Asia
6. Management, 6e, Stoner, Pearson Education Asia

22MBA102	ORGANIZATIONAL BEHAVIOUR	L	T	P	C
		3	1	0	4

**Unit I: Organizational Behavior** - The nature of organizations: Components of organizations; Organizations as open systems, Managers in organizations, Productivity and managerial performance, Organizational behavior and the workplace, Managing human rights in the workplace, Managing developments in information technologies, Managing organizational transitions, Managing new forms of Organization. Organizational Behavior in virtual organization.

**Unit II: Learning, Perception, Attitudes and values** - Biographical characteristics, ability, and learning Perception: Introduction, Halo effect, Stereotyping, pigeonholing and compartmentalization; Self-fulfilling prophecy; Perceptual mythology; other influences on perception. Attitudes, Components of attitudes, Attitudes and behavior, Attitudes and cognitive consistency, Job satisfaction as an attitude; development Values, Sources and types of values, Patterns and trends in values, Managing values and attitudes

**Unit III: -Motivation-** Concepts, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, Social Motivation, Motivation and Health, Role of motivation in human behavior

**Unit IV: Foundations of group behavior** - The nature of groups: groups and teams, informal and formal groups, purpose of teams, Teams and team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: group norms, decision-making behavior, dysfunctional teams, Cohesiveness. Leadership: Basic qualities of leadership, Leadership theories, Managers are leaders.

**Unit V: Conflict and Organizational Change Management-** Substantive and emotional conflicts, Levels of conflict, Sources of conflict in organizations, Symptoms of conflict Causes of conflict, Strategies for the management of conflict Organizational Change - Nature, levels and dilemmas of change, Pressures for change, The Domino effect, Responses to change, Force field analysis, Change process, Resistance to change, Dynamics of change.

## TEXTBOOK

1. Organisation Behaviour, Luthans 8th Tata McGraw Hill
2. Organisation Behaviour, Robbins, 9th Pearson Education Asia
3. Principal of Organizational Behaviour 4th Ed. By R. Fincham –Oxford
4. Prentice Hall India Organisational Behaviour: Human Behaviour at Work Newstrom & Davis, Tata McGraw Hill

22MBA103	BUSINESS ECONOMICS	L	T	P	C
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### Unit-I

**Introduction to Business Economics:** Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

### Unit-II

**Theory of Demand and Supply:** Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting.

Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

### Unit-III

**Production and Cost Analysis:** Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of scale - Innovations and global competitiveness. Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves.

### Unit-IV

**Market Structure and Pricing Practices: Classification of Market Structures** - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing Practices- Price Discrimination- Pricing Strategies- Pricing Over Product Life Cycle- Break Even Analysis.

### Unit-V

**Introduction to Business Environment:** Macro Economic Analysis (PESTEL MODEL); Industrial Policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, Export - Import Policy, Foreign Direct Investment in India.

### TEXTBOOKS:

1. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2016.
2. Chaturvedi, Business Economics, International Book House, 2012.
3. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
4. Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
5. Justin Paul, Business Environment, Tata McGraw Hill, 2010.

22MBA104	FINANCIAL ACCOUNTING AND ANALYSIS	L	T	P	C
		3	1	0	4

**Unit-I:**

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system–recording business transactions–Classification of accounts– Accounting cycle.

**Unit-II:**

**The Accounting Process:** Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs. Intangible assets. Depreciation, Methods of depreciation–their impact on measurement of business Accounting.

**Unit-III:**

**Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill .Accounting from incomplete records, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts, and ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

**Unit-IV:**

**Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

**Unit-V:**

**Financial Analysis-II:** Analysis and interpretation of financial statements, Horizontal Analysis and Vertical Analysis of Company, Financial Statements, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI- Focus on importance of Standards to give a general view on Financial Accounting practices, International Financial Reporting Standards (IFRS).

**TEXTBOOKS:**

1. Dhanesh K.Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
2. S.N. Maheswari ,S.K. Maheshwari, Financial Accounting, 5e, Vikas Publishing House, 2013.
3. V. Rajasekharan, R. Lalitha , Financial Accounting & Analysis, Pearson Education, New Delhi, 2015
4. Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi, 2014.

22MBA105	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	1	0	4

### UNIT I

**Strategic Role of HRM** - Nature, scope, objectives, importance and functions, Human resource as an asset in organization, Evolution of the concept of HRM, Human resource management in India; human resource management in dynamic environment – External & Internal Environment Systems approach to HRM, Strategic HRM, Strategic roles of HR manager, Qualities of HR Manager

### Unit II:

**Job Analysis & Design** - Job Analysis – Meaning, Uses, Process and methods of collecting data for job analysis, Competency approach to job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis.

### Unit III:

**Human Resources Planning & Hiring Policy** - Human Resources Planning; Need for Human Resources Planning; Process of Human Resources Planning; Human Resource Planning System; Responsibility for Human Resource Planning. Selection, Induction & Placement - Selection Process, New tools /Methods of selection – Interviews, Tests and assessment of effectiveness of selection tools. Induction Programme, Problems in Induction, Requisites of effective Induction, Typical Induction Programme – Internal Mobility, Transfers, Employee Separations.

### Unit IV:

**Employee Growth: Training & Development Training** - Introduction of Training; Objectives and Importance of Training; Training Needs Identification. Organization Analysis; Task Analysis; Man Analysis; Training Areas Identified by Trainers; Types and Techniques of Training and Development; Objectives of Training Methods; Classification of Training Methods/Techniques; Training by Supervisors; Need and Importance of Management Development; Evaluation of Training; Reasons of Training Failure; Improving Effectiveness of Training.

### Unit V:

**Performance Appraisal** - Nature, Objectives, limitations–various methods – Modern & Traditional, Multiple Person Evaluation Methods; Performance Tests & Field Review Techniques; Appraisal, Praise and Recognition; Rewards and Incentives; Promotions. HR Records, MIS HR Reports, HR Formats – Personnel Files, Attendance, Leave, Medical Records.

### TEXTBOOKS

1. A Text book of Human Resource Management – C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House
2. Personnel and human Resource management - Text & cases, P Subba Rao, Publication - Himalaya Publishing House
3. Human resource Management – P. Jyothi, Publication – Oxford University Press.
4. Human Resource Management , Ninth Edition, R. Wayne Mondy, Robert M, Noe, Publication- Pearson Education

22MBA106	COMPUTERS IN MANAGEMENT	L	T	P	C
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Course Objective: The objective of this subject is to provide conceptual knowledge of the information technology to the future Managers.

## UNIT-I

### INTRODUCTION TO COMPUTER-

Introduction to Computers, History (generations of computers), Characteristics, Types, Advantages & Disadvantages. Computer Architecture, Input/ Output Devices, RAM, ROM , Hardware. Software, Memory Management. Computer Languages.

### UNIT II: Computer Networks

Introduction to Computer Networks, Networking Components, Classification and Types of Networks, Network Topologies – Overview with Advantages and Disadvantages, Communication Channels, Client Server Architecture, LAN concepts.

### UNIT-III

#### Internet Technology & World Wide Web

Introduction to Internet Intranet and Extranet, Myths about the Internet, Basic Concepts of Internet, Domain Name Service, Internet Protocols and Addressing, Services of internet, Internet and support Technologies, Concept of WWW.

### UNIT-IV

#### E-commerce

Introduction, E-Commerce Vs E-Business, Advantages & Disadvantages, E-Commerce Business Models, E-Commerce Technologies, , E-Commerce Applications, E-Core Values – Ethical, Legal, Taxation and International issues, E-Commerce Security Issues, Internet based Payment System.

### UNIT V: Database Management System

Introduction, Need for DBMS, Components of DBMS, Benefits of DBMS over Tradition File System, classification and types of Database Models, Database Approach – Its benefits and Disadvantages

### TEXTBOOKS:

1. Deborah Morley (2007), Understanding Computers: Today & Tomorrow, Eleventh Edition, Thomson
2. Rajaraman, V. (1998), An Introduction to Computers, Prentice Hall of India.
3. Nagpal, (1999), Computer Fundamentals, Wheeler Publishing, New Delhi.
4. Vishnu P. Singh -Ms Office 2007 – BPB Publications

22MBA107	BUSINESS COMMUNICATION	L	T	P	C
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**Course Objective:** To understand the importance of oral and written communication and its applications in Business.

**Course Outcome:** Students will be able to understand a) the importance of Communication in Business b) to develop writing skills and presentation c) writing business proposals and letters d) application of business communication in the self development process.

#### **Unit - I:**

**Introduction:** Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.

#### **Unit - II:**

**Developing Business Writing Skills:** Importance of Writing Business Communication, Process of Writing, Process of Revision, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Business Memos.

#### **Unit - III:**

**Business Reports and Proposals:** Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal.

#### **Unit - IV:**

**Oral and Employment Communication:** The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding Yourself , Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview, Practicing Business etiquettes.

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

**Contemporary Aspects in Communication:** Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.

#### **TEXTBOOKS:**

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
3. Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.