

## 101 Management Practices & Organizational Behavior

### Course Overview

The overall objective of this course is to familiarize the students with management concepts and behavioral processes in the organization.

### Course Syllabus

#### **Group I:**

Definition, Importance and Functions of Management, Evolution of Management Thoughts, Theories of Management, Managerial Processes, Functions, skills & roles in organization, Social Responsibility of Business, Definition, Nature and Features: Planning, Organization, Concept of Authority & Responsibility. Understanding and Managing Individual Behavior, Organizational Behavior: its Concepts, Features and Importance, Concepts & Theories of Personality, Perception: Concept and Models, Role of Perception in Managerial Decision Making.

#### **Group II:**

Concepts of Attitudes, Values and Beliefs, Theories of Learning, its Principles, Reinforcement, Motivation and its theories. Communication: its Process, network & types, Communication Barriers, Controlling: its Functions, Steps and Essentials to make Effective Controlling, Leadership Theories and Leadership Styles in Management, Understanding the Concept of Power and Politics, Organizational Change and Development, Conflict Management, Organization Culture and Effectiveness, Concept of Group Dynamics, Stress Management.

### Recommended Texts

- Koontz H. and Wehrich H., *Essentials of Management*, Tata McGraw- Hill Publishing Co. Ltd., New Delhi, 12<sup>th</sup> Edition.
- Luthans F., *Organizational Behaviour*, McGraw-Hill, New York, 10<sup>th</sup> Edition, 2005.
- Robbins S.P., *Organizational Behaviour*, Prentice-Hall of India Ltd., New Delhi, 12<sup>th</sup> Edition, 2007.
- Stoner J., *Management*, Prentice-Hall of India Ltd., New Delhi, 6<sup>th</sup> Edition.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall be a case study of 10 marks and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

## 102 Accounting for Management

### Course Overview

The course is designed to provide professional managers, not involved in accounting and finance, with an introduction to the concepts and issues in accounting and finance, Managers virtually need to acquire such knowledge for application in their day-to-day managerial decision making.

### Course Syllabus

#### **Group I:**

Basics of Accounting, Conceptual framework, nature and purpose of accounting, Accounting concepts and their implications, Accounting records and systems, Understanding Financial Statements, Analysis of Financial Statements, Ratio Analysis and Cash Flow Analysis.

Introduction to cost Accounting and Management Accounting and their interrelationship with Financial Accounting, Introduction to Cost Behavior, Cost Volume Relationships, Absorption and Marginal Costing.

#### **Group II:**

New Developments in Management Accounting: Activity-Based Costing, Life-Cycle Costing, Target Costing and Kaizen Costing. Accounting for Planning and Control: Budgetary Control System, Budget Preparation, Master Budget, Flexible Budget, Zero based review, Behavioral aspects of budgeting, Standard Costing and variance analysis, Responsibility Accounting.

### Recommended Texts

- Robert Anthony, David F. Hawkins and Kenneth A. Merchant, *Accounting-Text and Cases*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 12<sup>th</sup> Edition, 2007.
- Charles T. Horngren, George Foster and Srikant M. Datra, *Cost Accounting: A Managerial Emphasis*, Prentice-Hall of India, New Delhi, 12<sup>th</sup> Edition.
- Charles T. Horngren, *Introduction to Management Accounting*, Prentice-Hall of India, New Delhi, 12<sup>th</sup> Edition, 2007.

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The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

## 103 Business Environment

### Course Overview

Upon the satisfactory completion of this course the students will be able to: analyze different types of legal, political, economical systems influencing business; have introductory knowledge of Indian legal concepts; and see how these concepts apply in Business Environment.

### Course Syllabus

#### **Group I:**

Concept of business environment: techniques for environment analysis, Elements of environment: internal and external, Societal environment: business and society, social responsibility of business, Political and government environment, Demographic environment, Technological environment, Economic Environment: types of economies, Economic policies-Industrial policy, Fiscal policy, Monetary policy, privatization and disinvestment, liberalization and globalization.

WTO and Intellectual Property Rights, Competition Act-2002, Information Technology Act-2000, FEMA-2000, Money and Capital Markets, Introduction to Financial Institutions, Foreign Trade: EPZs, EOUs, TPs and SEZs.

#### **Group II:**

Security Exchange Board of India (SEBI): Objectives, Powers and Functions, Consumer Protection Act, 1986-Rights and Remedies, NGOs: Types and Role In Promoting Consumer Awareness. Legal Environment: Nature of Company, Types of Companies, Formation of Company, Memorandum of Association, Article of Association, Doctrines of Ultra Vires, Meetings, Functioning of Board of Directors, Management Frauds, Winding up, Contract Act: Introduction, Types of Contracts, Essentials of a Valid Contract, Sale of Goods Act: Introduction, Essentials of a Contract of Sale, Principle of Caveat Emptor ISO 9000 and ISO 14000, Global Outsourcing, Public, Private and Co-Operative Sectors of Indian economy.

### Recommended Texts

- Justin Paul, *Business Environment*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2<sup>nd</sup> Edition.
- Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai, 2007.
- K. Aswathappa, *Essentials of Business Environment*, Himalaya Publishing House, Delhi, 10<sup>th</sup> Edition, 2008.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall be a case study of 10 marks.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

## 104 Managerial Economics

### Course Overview

The main objective of this course is to understand the use of the tools of economic analysis in classifying problems, in organizing and evaluating information and in comparing alternative course of action.

### Course Syllabus

#### **Group I:**

Managerial Economist's Role and Responsibilities. Demand Theory and Analysis including Determinants of Demand. Demand Elasticities - Price, Income, Cross and Advertising; their use in Managerial Decision Making. Marginal Utility Analysis, Demand Forecasting: Methods and their application. Market Mechanism: Interaction of Demand and Supply Forces. Production Analysis, Cost Analysis: Cost Concepts and Determinants of Cost, Revenue Concepts.

#### **Group II:**

Pricing under different market structures: Perfect Competition, Monopoly, Oligopoly and Monopolistic Market Structure. Role of Macro Economics for managerial Decision Making. Different Economic Systems, Concept of National Income: GDP, GNP, GDP (at Market price) Investment multiplier, Concept of Inflation, Business cycles.

### Recommended Texts

- Edwin Mansfield, W. Bruce Allen, Neil A. Doherty, Keith Weigelt, *Managerial Economics: Theory, Application and Cases*, W. W. Norton & Co. Inc., 5<sup>th</sup> Edition.
- David Begg, Stanley Fisher, Rudiger Dornbusch, *Economics*, McGraw-Hill Book Company Limited (U.K.).
- W.W. Haynes, V.L. Mote and S. Paul, *Managerial Economics: Analysis and Cases*, Feffers and Simons Pvt. Ltd., Bombay.
- Michael Bays; Mote, Paul and Gupta, *Managerial Economics: Concepts and Cases*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 34<sup>th</sup> Edition.
- Joel Dean, *Managerial Economics*, Prentice-Hall of India Pvt. Ltd., New Delhi, 1998.  
Ravindra H. Dholakia, *Microeconomics for Management Students*, Oxford University Press, Delhi, 2007.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall be a case study of 10 marks and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

## 105 Management Science

### Course Overview

Objective of the course is to have a general understanding of mathematical sciences and learn how to apply this knowledge in areas relevant to business and finance so that they can prove to be compact, consistent and powerful tools especially in the fields of Economics, Commerce and Industry. These quantitative methods not only guarantee a deeper insight into the subject but will also lead towards exact and analytical solutions to problems treated. This course is the foundation for business core courses, showing the students how to apply the language of mathematics to business.

### Course Syllabus

#### Group I:

**Differential Calculus:** Concepts, Algebra of differentiation, Chain rule, Parametric, Logarithmic differentiation, Implicit and Explicit differentiation, Partial differentiation, Theory of Maxima and Minima, Business Applications. **Matrices & Determinants:** Concepts of Matrices, Types, Adjoint and Inverse of a Matrix; Concepts of Determinants, Solutions of simultaneous linear equations of 2 and 3 variables using Matrix Inverse Technique and Cramer's Rule, Business applications.

**Linear Programming:** Concepts, Formulation of LP models, Solution of LP Models using Graphical techniques and Simplex Method. **Transportation Problems:** Concepts and solutions; Optimality Tests – MODI Method & Stepping Stone technique.

#### Group II:

**Game theory:** Concepts, Solutions of 2-person games, Pure & Mixed strategy games, Odds method, Dominance Method, Sub Games method, Equal Gains Method, Graphical Solution. **Assignments Problems:** Concepts and solutions, unbalanced problems. **Sequencing:** Concepts, Solutions of processing 'n' jobs through – '1', '2', '3' and 'm' machines, Processing '2' jobs through 'm' machines. **Elementary Replacement problems:** Concepts and solutions – Replacement of items that deteriorate with time (with & without change in money value) and items that breaks down suddenly.

### Recommended Texts

- Baruah, Srinath, *Basic Mathematics and its Application in Economics*, Macmillan India Ltd, 2<sup>nd</sup>
- Ed.Hillier, Fredrick S. and Lieberman, Gerald J., *Operations Research*, Tata McGraw Hill, 2006, 8<sup>th</sup> Ed
- Saha, Suranjan, *Practical Business Mathematics and Statistics*, Tata McGraw Hill, 1999.Swarup, K., Gupta, P. K. and Mohan, M., *Operations Research*, Sultan Chand & Sons, 2006.

### Instructions

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The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

## 106 (a) Computer Fundamentals (MS Office)

### Course Overview

To introduce students to the use of computer based application packages for documentation preparation and making reports, preparation of questionnaires, slide presentation for business, tables and graphs.

### Course Syllabus

#### **Group I:**

Creating a new document with templates & Wizard, Word basics, Working with fonts, Paragraph Formatting, Indents, line space, Character Space, Page Formatting, Footnotes, Endnotes, Page Numbering, Page Set-Up, Printing Documents Header and Footer, Bullets and Numbering, Tabs, Symbols, Finding and Replacing Text, Spell Check and Grammar Check, Consulting Thesaurus, Inserting images and objects, Using Words Drawing Features, Inserting Tables – (Adding, deleting, modifying rows and columns - merging & splitting cells), Using formulas in tables, Converting text to table and vice-versa, , Mail Merge tool.

#### **Group II:**

Managing Workbooks, Working with Worksheets, Cell Referencing(Absolute references, Mixed references), Ranges, Using Formulas and Functions; Formulas that Make Decisions (How the if function works) Formatting Worksheets, Printing Worksheets, Creating and Editing Graphic Objects and Charts, Sorting Data, Filtering etc., Analyzing Data Using Pivot Tables, Performing What-If Analysis, Issuing Scenario Manager. Creating new Presentations Using Auto Content Wizard, Using Template, Adding, Editing, Deleting, Copying, Slides, Applying Slide Design, Adding graphics, graphs, organization charts, Creating custom animations, Special Effects To Create Transition Slides, Adding Sounds To Slides, Using Action Buttons, Creating Slide Shows, Rehearsing Slide Timings.

### Recommended Texts

- Saxena S., *MS Office Xp for Everyone*, Vikas Publishing House, New Delhi, 2007.
- Coleman P., *Mbas Guide to Microsoft Office Xp*, New Age International (P) Limited, New Delhi, 2005.
- Nelson Stephen L., *Office Xp: The Complete Reference*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001.
- Sagman S., *Microsoft Office Xp for Windows*, Pearson Education, New Delhi, 2006.

### Instructions

The evaluation will be as follows:

Evaluation of practical will be done jointly by the external and internal experts and will be from 50 marks.

### **106 (b) Workshop on Executive Communication**

### Instructions

The evaluation will be done internally and will be from 50 marks.

## 107 Seminar on Business Environment & Management

### **Course Syllabus**

#### **Group I:**

Environmental Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth; Environment and Business Schools; Energy Management: Fundamentals-Fossil Fuels use, Energy production and trade, Energy Balance; Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry.

Environmental Management System: EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for establishing industry.

#### **Group II:**

Environmental Management and valuation: Environmental Accounting, Economics-Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management Trade & Environmental Management, Debt and Environment, GATT/WTO Provisions; Environmental Laws: Acts, Patents, IPRS, Role of NGOs, PIL

Pollution & Waste Management - Air, Water, Land Pollution, Trade in Wastes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

### **Recommended Texts**

- Uberoi, N. K., *Environmental Management*, Excel Books, New Delhi, 2000.
- Pandey, G.N., *Environmental Management*, Vikas Publishing House, New Delhi, 1997.
- Gupta, N. Dass, *Environmental Accounting*, Wheeler Publishing, New Delhi, 1997.

### **Instructions**

The evaluation will be as follows:

- Maximum Marks: 100
- Internal Assessment: 100