

SEMESTER ONE

1.MANAGEMENT FUNCTIONS & BEHAVIOUR

Course Objectives :

- The objective of the course is to teach managerial skills to aspiring manager or the trained managers.
- The emphasis will be on conceptual development of managerial functions & behaviour.
- Managers face difficult and exciting challenges today, solid grounding in management and behavior are, therefore, essential to guide large and small, profit and non-profit organizations successfully through these turbulent times.

Learning Outcomes :

- Understand what is meant by management and managerial effectiveness
- Identify the roles which are fulfilled while working as a manager
- Identify managerial activities that contribute to managerial effectiveness
- Identify a cause of stress in managerial life from a range covering mismatches between capabilities and role, player-manager tension and everyday stressors understand time pressures and the need for time management.

Syllabus

BLOCK I: Nature of Management, Evolution of Management Thought

Concept, Nature Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories – Classical and Neo-Classical Theories, Systems Approach to organization, Modern Organization Theory.

BLOCK II: Management Functions

Planning: concepts, objectives, techniques; Organizing – Concepts, delegation, centralization & decentralization; Staffing- concepts & Characteristics; Directing – Concepts & Characteristics; Management by objective; Control & Co-ordination

BLOCK III: Individual

Learning, Perception, Personality, Conflict Management, Motivation and Job Performance, Co-ordination, Communication, Directing and Management Control, Decision Making.

BLOCK IV: Individual in the Group

Group Processes, Introduction to team, Leadership, Power and Politics,

BLOCK V: Individual in the Organization

Organizational Structure, Organizational Design, Organizational Culture, Delegation of Authority, Centralization and Decentralization.

Text & References:

- Human Relations and Organisational Behaviour, Mr. R.S. Dwivedi
- Organisational Behaviour, Mr. Sanjay Srivastav
- Essentials of Management, H. Koontz
- Principles and Practices of Management : Bakshi
- Student Study Material (SSM)
- Barat, N. 1998, Emerging issues in Management, Excel Books, India.
- Greenberg, J. & Baron, R.A. 1993, Behaviors in Organizations, Allyn and Bacon, Boston.

2.ECONOMICS FOR MANAGERS

Course Objectives:

- To familiarize the Learner's with theoretical concepts of the Economic Analysis so that they can use these as inputs in managerial decision making process.
- Emphasis would be laid on the understanding of key economic variables both at micro and macro level, which influence the business operations
- Strategies of the firm and the business environment under which they operate both in national and global perspective.

Learning Outcomes:

The Learner will be able to:

- Describe and relate to your business environment the economic concepts of supply and demand, opportunity costs, marginal costs, trade-offs, externalities, transaction costs, comparative advantage, price elasticity and inflation.
- Explain market-exchange processes and discuss the impacts of monopoly and competition on market performance.

- Demonstrate advanced understanding of monetary and fiscal policy in Australia and show how national and global interest and currency rates affect business decisions.
- Demonstrate the use of economic concepts and policies to improve skills in thinking and business decision making. Demonstrate a high order of skill in analysis, critical evaluation and professional application.

Syllabus

Block I: Introduction to Economics and Managerial Economics

Definition; Problem of choice; Fundamental economic concepts; Nature and scope of economics; Micro- and Macro-Economics; Definition, nature and scope of Managerial Economics; Roles and responsibilities of a managerial economist; Relationship to economic theory, decision sciences, statistics, accounting and functional areas of business; Objectives of Business Firms: Profit as Business Objective; Theories of profit; Alternative objectives of Business firms; Making a reasonable profit – A profitable Approach

Block II: Economic systems

Capitalism, Socialism, Mixed Economy, Transitional and Emerging economics; Market Types (Structure); Competition based classifications; Perfect and Imperfect competition

Market Structure, Pricing Theory and Practices: Pricing under different market structures - perfect competition, monopoly, monopolistic competition and oligopoly; Pricing and output decisions under monopolistic competition, Oligopoly; Game theory; Alternative theories of firm – Baumol's Theory of Sales Revenue maximization; Marris's Theory of growth rate maximization; Conventional vs. Alternative theories of firm; Cost – plus pricing; Multiple Product Pricing; Transfer Pricing; Competitive Bidding of price; Peak Load Pricing

Block III: Analysis of Demand and demand forecasting

Law of demand and supply, features; Shift in demand and supply curves and market equilibrium; Demand Function; Elasticities of demand and supply; Use of elasticities in business-decision making; Meaning of utility, satisfaction; Measurement of utility; Cardinal measurement; Law of diminishing marginal utility, consumer surplus; Ordinal measurement; Indifference curves (features and properties), Complements and Substitutes; Consumer equilibrium; Individual demand vs. market demand; Demand Forecasting; Techniques of demand forecasting

Block IV: Production and Cost Analysis

Short – run Laws of production: Production with one variable input; Long – run Laws of production: Production with two variable input; Laws of Returns to scale through production function; Optimal combinations of inputs: The Least – Cost combinations of Inputs; Theory of Cost and Economies and Dis-economies of scale; Learning Curve and Break – even Analysis; Assumption and meaning of linear programming; Application of Linear Programming Technique

Block V

Capital budgeting and Investment Decisions: Introduction; Prerequisites of Capital budgeting; Determining the Optimum Level of capital; Investment decisions under certainty; Investment decisions under risk; Investment decisions under uncertainty

Macroeconomic Aspects of Managerial Economics: Origin and growth of macroeconomics; Circular flow in four – sector model; Methods of measuring national income; Keynesian theory of national income determination; Inflation; Methods of measuring inflation; Theories of inflation; Modern theories of inflation; Inflation in less developed countries: The Structuralist view

Text and References:

- Mehta, P.L. (2008). Managerial Economics: Meaning and Scope. Pp – 1-12.
- Dean, J., Managerial Economics, Prentice Hall, Englewood Cliffs, N.J.
- Spencer, M.H. and L. Siegelman, Managerial Economics, Richard Irwin, 1964.
- McNair, M.P. and R.S. Meriam. Principle in business economics, McgrawHill, N.Y., 1941.

3.INFORMATION TECHNOLOGY FOR MANAGERS

Course Objective:

This course aims to:

- To Expose students to developments in computer technology
- To make the students understand the working of a computer system
- To introduce end-user computing and build skills in using IT
- To make students understand various technologies like networking, DBMS, ERP etc.

Learning Outcomes

On completion of the course, Learners are expected to:

- Use and apply current technical concepts and practices in the core information technologies
- Identify and analyze user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems
- Effectively integrate IT-based solutions into the user environment
- Understand concepts of ERP and e-commerce
- Assist in the creation of a basic database management system

Syllabus

Block I: Computer Fundamentals

Fundamentals of Computer Architecture, Concept of Software & Languages. Database Management Systems; Data Communication, Networking; and its Security Constraints.; Internet & its importance in business applications; Multimedia; Concepts & characteristics of E Commerce; Electronic data interchange & its implementation

Block II: MIS- Meaning & Role

Introduction of MIS: Meaning & Role, organization structures, Business Process, Systems Approach, Management Levels & MIS

Block III: Information Management

Decision Making Process: Programmed & Non- Programmed, Strategic & project Planning for MIS, Models of Decision Making different types of IS: MIS , DSS, ESS. MIS and the information Concepts

Block IV: Development of MIS

Handling system complexity; MIS and system concepts; SSAD; Need for system analysis; Quality in MIS; MIS: The factors of success and failure.

Block V: Applications of MIS

Enterprise Management System (EMS); EMS and MIS; MIS Service industry; Choice of IT and MIS; Case Studies- MIS

Text and References

- Management Information Systems, O. Brien
- Peter Norton's, Introduction to Computers, Tata McGraw-HILL
- Turbon, Potter, Introduction to Computers, John Wiley & Sons (Asia) Pte Ltd
- Student Study Material

- Rajaraman, V. 1998, an Introduction to Computers, Prentice Hall of India.
- Management Information System , W.S Jawadekar, Tata Mc Graw Hill Publication.
- Management Information System, David Kroenke, Tata Mc Graw Hill Publication.
- MIS: - Management Perspective, D.P.Goyal, Macmillan Business Books.
- MIS: - Managing the digital firm, Kenneth C.Landon, Jane P. Landon, Pearson Education.

4.ACCOUNTING FOR MANAGER

Course Objective:

The Objectives of the course are:

- To develop an understanding of the importance, language and techniques of Financial, Cost, Management accounting and Capital Budgeting.
- To develop skills for preparation and analysis of financial statements.
- To develop an understanding of cost classification, allocation and how the costing techniques are useful in the process of managerial decision making

Learning Outcomes-

On successful completion of this course you will be able to:

- Explain and use accounting information in business decision-making contexts
- Critically analyse financial reports and financial information to advice upon and improve business practices.
- Apply the major types of financial statement analysis to plan and control business activities
- Use the major techniques of financial and management accounting to make informed business decisions
- Evaluate contemporary management accounting systems and apply these systems to improve management decision-making.

Syllabus

BLOCK- I: Financial Accounting- Introduction, Concepts and Principles

Accounting Concepts, Accounting Principles, Double Entry Accounting, Meaning and roles of debit and credit, Accounting equation, journalizing of transactions, Secondary Books, Bank Reconciliation Statement, ,

BLOCK- II: Final Accounts

Preparation of Manufacturing, Trading and Profit & Loss Account and Balance Sheet - Matching of Revenue & Expenses, Fixed Assets, Depreciation and other related adjustments, Financial Statements and their Nature

BLOCK- III: Financial Statement Analysis

Financial Ratio Analysis, Solvency Ratio, Liquidity Ratio, Activity Ratio, Capital Structure, Profitability Ratios, Funds Flow statement and Cash Flow Statement, Comparative Balance Sheet, Common Size Statement

BLOCK- IV: Cost Accounting

Elements of Cost Classification and Allocation, Cost Sheet, Methods of Inventory Valuation

BLOCK- V: Management Accounting

Emergence of Management Accounting, Marginal Costing and Cost Volume Profit Analysis, Budgeting & Variance Analysis

Text and References:

Text:

- S. N Maheshwari : Financial Accounting Theory and problems – S.Chand (G/L) & Company Ltd
- Accounting for Managers, T.S. Grewal
- Accounting for Managers, Gurinder Singh

References:

- Williamson, D. 1999, Cost and Management Accounting, Prentice Hall of India.
- Martindale W.G. 1997, Financial Accounting, Juris Publication.
- Banerjee, A. 2000, Financial Accounting, Excel Books.
- Chadwick, L. 1995, The Essence of Financial Accounting, Prentice Hall of India.
- Sikdar, P.K. 1999, Advanced Cost & Management Accounting, Viva Publications

5. QUANTITATIVE TECHNIQUES IN MANAGEMENT

Course Objectives:

This course aims to:

- Building a better understanding of the statistical tools for displaying and analyzing business data.
- Develop understanding of various mathematical and statistical models and optimization techniques used for decisions making in management.
- Let the learners be able to use MS Excel to solve mathematical problems

Learning Outcomes:

On completion of the course, learners are expected to:

- Understand the elementary concepts and techniques of how Statistical and Mathematical analysis can materially help in business decision-making.
- Get along with the concept of models of business processes, and the scope and limitations of commonly-adopted models;
- Understand the concepts of populations and samples and the use of descriptive statistical tools for population and sample description.
- To use descriptive statistics to categorize and describe the shapes of data distributions; [measures of Centrality and Variation in Data]
- Understand and be able to communicate best-practice in objective Data Visualization and Presentation

Syllabus

BLOCK I: Introduction

Introduction to descriptive statistics, Diagrammatical and Graphical representation of data, Bar diagram, Frequency Polygons, Ogives

BLOCK II: Summary Statistics

Measures of Central Tendency - Arithmetic Mean, Weighed Mean, Median and Mode. Measures of Dispersion – Range, Average Deviation, Standard Deviation, Variance and Coefficient of Variation

BLOCK III: Forecasting Techniques

Sample Correlation and Regression Analysis, Time Series Analysis – Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

BLOCK IV: Probability and Testing of Hypothesis

Introduction of Probability Theories, Concepts, Addition and Multiplication Theorems, Probability Distributions, Sampling and Sampling Distribution, Null Hypothesis and Alternative Hypothesis, t – test, F – test, Non – Parametric Tests (chi – square test)

BLOCK V : Decision Theory: Decision under Certainty, Risk and Uncertainty),
Marginal Analysis, Decision Tree Analysis

Linear Programming: Introduction to Linear Programming, Formulation of LPP,
Solution of LPP – graphical and Simplex method, Transportation Problems – Initial
Basic Feasible solution, Test for Optimality and Transshipment, Assignment Problem
and its solution

Text and References:

- Levin R.I. & Rubin S.R. 2005, Statistics for Management, 7th Ed. Prentice Hall Of India
- Taha H. A. 2007, Operations Research: An Introduction, 8th Ed. Prentice Hall of India
- Quantitative Techniques in Business by Dr. Aditham B. Rao

SEMESTER TWO

1.HUMAN RESOURCE MANAGEMENT

Course Objectives:

This course intends to familiarise you with:

- Historical Perspective of HRM
- Definition, objectives, scope and significance of HRM
- Concepts of Manpower planning, compensation management
- Nature, significance, methods and techniques of training and development

Learning Outcomes:

This course helps:

- Gain knowledge on concepts related to human resource management
- Acquire understanding on objective, scope and significance of HRM
- Gain understanding on concepts of manpower planning and compensation management
- Gain knowledge on nature, significance, methods and techniques of training and development
- Acquire insights on HRM in the 21st century

Syllabus

BLOCK I

Introduction: Historical Development, Definition, Objectives, Scope and Significance of Management of Human Resources, Role of Human Resource Manager (HRM), Status of HRM in Indian Industry

Man Power Planning: Nature and Procedure, Recruitment Methods and Techniques, Selection Process, Induction, Transfer, Promotion and Separation

BLOCK II

Job Analysis: Job Examination, Wage and Salary, Administration, Incentive Payment, Fringe Benefits. *Training and Development:* Nature, Significance Methods and Techniques, Performance Appraisal Steps and methods

BLOCK III

Performance Appraisal: Overview of performance appraisal, Methods and Limitations of Performance Appraisal, Needs of Performance Appraisal, Career Planning and Succession Planning

Block IV

Compensation Management: Introduction, Objectives of Compensation Management, Scope of Compensation Management, Principles of Compensation Management,

Factors Affecting Compensation, Designing & Management, Organization of Compensation management, Rewards

Industrial Relations: Introduction, Industrial Disputes, Grievance Redressal, Collective Bargaining, Trade Unions: Role, Functions and Problems, Collective Bargaining, Workers Participation in Management

Block V

HRM in 21st Century: Introduction, Emerging HR issues in Knowledge Industry, HR issues in Virtual Organization, HR Issues in Mergers & Acquisitions (M & A), Concept & Role of Strategic Human Resource Management, International Human Resource Management – Recruitment, Selection & Compensation,

Text & References:

- Personnel Management, Edward, B. Flippo, McGraw Hill International Ed.
- Personnel Management and Human Resources, Venkat Ratnam
- Personnel Management and Industrial Relations, Dale Yoder
- The Human Side of Enterprises, D McGregor
- Personnel Management, R S Davar, Monappa & Saiyadin
- Personnel Management, Monappa & Saiyadin, Vikas Publishing Company
- Developing and Managing Human Resources, P N Singh

2.MARKETING MANAGEMENT

Course Objectives :

- The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
- To enable Learners to develop an appreciation of the role of marketing and the management of marketing functions in the modern organisation
- Enable Learners To understand the challenges of marketing management in manufacturing and service. industries

Learning Outcomes :

- Demonstrate the ability to carry out a research project that explores marketing planning and strategies for a specific marketing situation.
- To justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation

- Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation
- Introduce the basic concepts of marketing and to develop a feel of the marketplace.
- key elements in developing a marketing strategy and planning a marketing program.

Syllabus

BLOCK I

Introduction to marketing management : Core Concepts of Marketing, Functions of Marketing, Marketing as a strategy , Marketing Orientations, Marketing Process :Marketing Mix- The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control

Marketing Environment : Environmental Scanning, Analysing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning, Case study based on the environmental impact on the business. Management Information System: Characteristics of MIS, Marketing Research, Marketing intelligence , Case study based on Marketing Intelligence and Research

BLOCK II :

Consumer Buying Behaviour : Characteristics, Types of Buying Decision Behaviour, Henry Assael Model, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models, Cognitive dissonance strategies Case study based on consumer buying behaviour, Landmark Articles and scales developed related to buying behaviour,

Business Buying Behaviour : 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 Buyers, Steps in Business Buying Process, Articles based on industrial/ business buying patterns.

Segmenting, Targeting and Positioning : Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting innovators, Market Positioning (P), Case study: Based on segmentation, targeting or positioning, Discussion of landmark articles based on the topics stated above.

BLOCK III :

Product Management: Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC), Discussing the live examples of the products life cycle in the market, Cases study / article based on product development process. Brand management: Brand and Branding decisions, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development, Brand Extension, Brand Image . Co-Branding, Articles based on the topics stated above, Case study based on brand related topics.. Pricing : Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product , Initiating and Responding to the Price Changes Cases and articles related to pricing strategies.

BLOCK IV :

Distribution Management : Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling, Case, articles related to marketing channels Promotion Management: Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity, Personal Communication Channel : Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing, Cases on personnel communication

BLOCK V :

Customer Relationship Management: Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Significance of Customer Relationship Management, Rural Marketing, E-Marketing or Online Marketing, Cases and articles related to customer relationship management, International Marketing : Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing, Cases and scenario related to global marketing, Service Marketing : Nature of Services Marketing, Designing the Services marketing process, New service development, Approaches to services marketing, Developing service personnel, Managing service delivery channels, Pricing the services, Cases related to services marketing, Landmark articles related to Service marketing.

Text & References :

- Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.

- Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
- Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
- McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.

3.FINANCIAL MANAGEMENT

Course Objective:

This course aims to;

- Introduce students to financial management and its importance and its applications in business, their relationship with the business environment
- Provide a theoretical framework for considering corporate finance problems and issues.
- To develop among learners of an understanding of various aspects of financial decisions of a firm and of various financial tools used in taking these decision.

Learning Outcomes-

Upon successful completion of this course, the learners will be able to:

- Explain the goals and functions of financial management.
- Learners will be able to appraise the Financial Environment and the Financial System.
- They will be able to analyse the various sources of finance and their optimum allocation.
- Learners will be able to assess the rationale behind dividend decision and the retain earnings
- Recognizes the wealth creation processes.
- Analyse financial statements and describe the economic health of a company.

Syllabus

BLOCK-I: Overview and Introduction

Overview of Financial Environment and Financial Management - Functions, Objectives, Financial decision making and changing role of finance function.

Valuation of Securities

Time Value of Money, Risk and Return concepts, Financial and Operating Leverage

BLOCK-II: Financing Decisions

Cost of Capital theories and Marginal Cost of Capital

Capital Structure - Theories, Optimum Capital structures, Indifference Point,

BLOCK-III: Capital Budgeting

Estimation of Cash Flows, Techniques for capital Budgeting decisions, Capital Rationing and Risk Analysis in Capital Budgeting

BLOCK-IV: Working Capital Management

Factors Influencing Working Capital Policy, Operating Cycle Analysis, Financing of Working Capital, Management of Inventories, Cash & Marketable Securities and Receivables

BLOCK-V: Dividend Policy Decisions

Factors influencing dividend decision and theories

Text & References:

- Essentials of Financial Management, I M Pandey
- Financial Management, R.P. Rustagi
- Damodaran, A. 1995, Corporate Finance: Theory and Practice, 1st Ed., Wiley & Sons.
- Chandra, P. 1999, Financial Management: Theory and Practice, 4th Ed., Tata McGraw Hill.

4.RESEARCH METHODOLOGY

Course Objectives :

- Discuss the nature and scope of marketing research.
- Define marketing research
- Explain the framework for conducting marketing research process.
- Define and understand the Research Design and process.
- Classify and discuss the various scaling techniques.
- Designing of questionnaire and methods of data collection.
- Discuss the sampling design process and techniques.
- Discuss the various techniques of data processing and analysis.

Learning Outcomes :

- Conduct the marketing research process.
- Understand the process of research design.
- Implement the correct scaling techniques.
- Understand the purpose of constructing questionnaire and methods of data collection.
- Understand the objective of choosing the right sample.

- Understand the importance of data preparation.
- Understand the procedure for selecting a data analysis strategy.

Syllabus

BLOCK I : Introduction of Research :

Research methods versus methodology; Criteria for good research problem encountered by researchers in India.

BLOCK II : Planning and formulation Research Designs :

Planning a research prospect, problem identification & formulation, Research Design: Exploratory, Descriptive & Experimental Research.

BLOCK III: Questionnaire and Form design :

Questionnaire method, Steps in constructing a Questionnaire, types of questions, Altitude measurement & scaling techniques, Ordinal, nominal, ratio, interval, scales: Likert Scale, Sampling decisions; sample selection methods- productivity & non-probability sample size.

BLOCK IV: Data Collection methods

Primary & Secondary data, Observation method, Interview method Data Collection & field force, Field work procedure, common sources of error in the field work, tabulation of collected data.

BLOCK V : Test of significance & report writing

z, t, f, x², correlation & regression techniques, Pre-writing considerations & presentation of research report.

Text & References:

- Marketing Research- An applied orientation-By Naresh K. Malhotra
- Kothari, C.R., Research Methodology, Wiley Eastern Ltd, New Delhi
- Amarchand, D. Research Methods in Commerce, Emerald Publishers, Chennai.
- Marketing Research (Text & Cases) nu Rajendra Nargundkar, Tata McGrwa Hill