

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 & behavior.
- 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.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 the learner 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

4.LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objectives

- The aim of this course is to develop the understanding of the various components of the integrated supply chain. The learning is focused on developing the supply chain to suit domestic as well as global markets.

- To introduce the major building blocks, major functions, major business processes, performance metrics, and major decisions (strategic, tactical, and operational) in supply chain networks.
- The aim of this course is to develop the understanding of the various components of the integrated supply chain.
- The learning is focused on developing the supply chain to suit domestic as well as global markets.

Learning Outcomes

After completion of the course , learners will be able to :

- Analyze the manufacturing operations of a firm
- Apply sales and operations planning, MRP and lean manufacturing concepts
- Apply logistics and purchasing concepts to improve supply chain operations
- Apply quality management tools for process improvement

Syllabus

BLOCK I : Introduction

Introduction to Logistics and Supply Chain Management: Objectives, Introduction, Logistics and SCM, The Role, Objectives and Policies of Purchasing and Supply Chain, Evolution of Logistics, Importance of SCM, Customer Focus, Developing Supply Chain as a Competitive Factor.

BLOCK II : Strategic Issues

Strategic Issues in Supply Chain Management Structure: Objectives, Introduction, Value Chain and Value Delivery System, Facilities Decision, Transportation Choices, Vendor Relationships, Distribution Channel Design, Strategic Alliances Communication Flow of Supply Chain, Inter-functional Coordination, Inter-Corporate Cooperation.

BLOCK III : Managing Supply chain

Managing the Supply Chain: Structure, Objective, Introduction, Benchmarking and Re-engineering, IT—Enabled Supply Chain Management, Application of ERP, JIT and Quality Management, Vendor Management and Development, Value Engineering/Analysis, Optimisation of Supply Chain, Organisation Design, Retail Management.

BLOCK IV : Global Perspective

Global Perspective: Structure, Objective, Introduction, Motives and Development of Global Markets, Managing the International Supply Chain Operations, Supply Chain Reconsideration, Risk Involved, Benchmarking Global Supply Chains.

BLOCK V : Future Trends in Logistics & SCM

Future Trends in Logistics and SCM: Structure, Objective, Introduction, Collaborative Strategies, Vendor Managed Inventory, Third Party Logistics, Fourth Party Logistics, Enterprise Resource Planning, Internet and E-commerce, Supply Chain Agents, Green Supply chain, Reverse Logistics, World Class Supply Chain.

Texts & References

- Agarwal (2010), Supply Chain Management, Macmillan India
- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill
- Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Rangaraj, et al (2009), Supply Chain Management for Competitive Advantage, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Sharma (2010), Supply Chain Management, Oxford University Press
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

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.LEGAL ASPECT OF BUSINESS

Course Objectives

- To develop an approach to managing and maximizing the value of the corporate legal function and analyze the dynamic nature of law
- To address current issues in the law of agency, contracts, torts and employment law and assess the impact of these laws on business
- To make managers aware about the law and how to make use of law as an instrument in bringing positive changes in their thought process

Learning Outcomes

After completion of the course the Learners will be able to :-

- To connect choices, actions, and consequences to ethical decision-making.
- Learn to minimize legal risk in business and safeguard their rights.
- Understand the principles governing the business organization

Syllabus

BLOCK I: Legal Environment of Business

Environment of Business, Its importance, Legal environment of business. ,Indian Contract Act, 1872, Nature and kinds of Contracts, Concepts related to offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Basic Elements of Law Relating to Agency, Guarantee and Pledge.

BLOCK II: Law of Torts

Meaning of tort – Contractual and Tortious Liability, Application of Tortious Liability in Business Situations. Indian Sale of Goods Act, 1930, Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

BLOCK III: Negotiable Instruments Act, 1881

Meaning of Negotiability and Negotiable Instruments – Cheques, Bill of Exchange and Promissory Note, Crossing of Cheques, Endorsement, Dishonour of Cheques.

BLOCK IV: Elements of Company Law

Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Prospectus and Issue of Shares, Share Capital and Shareholders, Company Meetings and Proceedings, Powers and Liabilities of Directors and Winding up of Company.

BLOCK V: Consumer Protection

Consumer Protection Act, 1986., Need for Consumer Protection – Meaning of Consumer – Different redressal agencies for Consumers, Rights of Consumers, Unfair Trade Practices, Procedure for Filing Complaints. Miscellaneous Acts, Provisions of Central Sales Tax Act and Central Excise Act, Provisions of Income Tax Act relating to individuals, Calculation of Tax Liability under the head “Salary Income”.

Text & References

- Elements of Mercantile Law, N.D. Kapoor
- Elements of Mercantile Law”, Excel Books, N. Delhi, Gulshan SS (2003),
- Business and corporate laws, V.S. Datey
- Mercantile and Commercial Laws, Rohini Aggarawal

2.MATERIALS HANDLING & LOGISTICS MANAGEMENT

Course Objective:

The aim of this course is to:

- Develop the understanding of the various techniques of materials management.
- Acquaint the Learner’s the approaches of materials management from planning to usage.

Learning Outcomes:

Upon successful completion, Learners should be able to:

- Analyze how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.
- Analyze the strengths and weaknesses of various transportation modes and perform cost analysis.
- Develop the strategies that can be taken to find the best paths to route vehicles to deliver and collect goods at multiple stops.
- Develop the strategies that can be taken to manage inventories, including deciding the timing and quantity for replenishments without hurting the level of product availability.
- Know basic characteristics and costs of warehousing and materials handling activities.

Syllabus

BLOCK I: Stores Management, Location and Layout

Introduction, Store/Warehouse Functionality, Stores Organisation, Warehouse Location, Warehouse Design and Layout, Space Calculation, Warehouse Layout Types, Warehouse Strategy

BLOCK II: Material Identification and Stores Systems

Introduction, Material Identification, Codification, Standardization, Material Receiving, Inspection and Claims, Warehousing, Receipt System, Preservation of Materials: Labeling and Packaging, Issuing of Material

BLOCK III: Managing Stock & Store Security and Performance Measures

Introduction, Store Records, Stock Verification, Stock Accounting and Valuation, General Hazards in a Warehouse, Warehouse Security, Designing a Safe Warehouse, Performance Measurement of Stores

BLOCK IV: Materials Management and Transportation Issues

Introduction, Material Handling, Types of Material Handling Equipment, Scrap, Surplus and Obsolete Material, Transportation Functionality and Principles, Transportation Economics Concepts, Transportation Infrastructure Providers

BLOCK V: Logistics Management and Inventory Management

Introduction, Logistics Management: Concept and Objectives, Integrated Logistics Management, Logistics and Supply Chain, Types and Characteristics of Inventory, Inventory Functionality, Terms Associated with Inventory Management, Planning the Inventory Resource, Components of Inventory

Text & References

- Prof. L. C. Jhamb, "Materials & Logistic Management", Everest Publications, 2005
- K. Datta, Materials Management: Procedures, Text and Cases, PHI Learning Pvt. Ltd., 2008
- Jeroen P. Van Den Berg, Integral Warehouse Management, Lulu.com, 2007
- Gwynne Richards, Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse, Kogan Page Publishers, 2014
- Gopalakrishna, P., "Materials Management", Prentice Hall, New Delhi, 2012

3.INVENTORY MANAGEMENT

Course Objective:

This course aims to:

- Discuss all aspects of inventory management, including common terms,
- Understand the inventory cycle,
- Practice how to maintain inventory accuracy, and what some of the latest trends are.

Learning Outcomes:

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

- Understand terms that are frequently used in warehouse management
- Identify the goals and objectives of inventory management and measure your process against these goals
- Calculate safety stock, reorder points, and order quantities
- Evaluate inventory management systems
- Identify the parts of the inventory cycle
- Better maintain inventory accuracy

Syllabus:

BLOCK I: Introduction to Inventory Management – Its types and functionality

BLOCK II: Selective Inventory Control, Inventory Costs and Inventory Replenishment

BLOCK III: Production, Planning, Control and Forecasting

BLOCK IV: Materials Requirement Planning and Spare Parts Inventory

BLOCK V: Stores Management, Accounting for Inventory and JIT (Just – In – Time)

Text & References:

- Production & Operations Management, Prof. Mahadeven ,IIM Bangalore
- Achieving effective inventory management by John Schreibfeder
- Inventory Management Explained by David J

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, Attitude 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

