



Master of Business Administration (MBA)
Choice Based Credit System
(Effective from Session 2018)

Semester: MBA 1st						
Core Papers	Title	Paper Category	Hours /Week			Credits
			L	T	P	
MBA18101CR	Management and Organizational Behavior	Core	3	1	-	4
MBA18102CR	Accounting for Managers	Core	3	1	-	4
MBA18103CR	Quantitative Methods	Core	3	1	-	4
MBA18104CR	Managerial Economics	Core	3	1	-	4
Discipline Centric Electives (DCE)	Note: All the candidates are required to opt three courses from Discipline Centric Courses (DCE) including MBA18105DCE titled "Seminar in Contemporary Business Practices"					
MBA18105DCE	Seminar in Contemporary Business Practices	DCE	-	2	-	2
MBA18106DCE	Computer Applications in Management	DCE	2	1	-	3
MBA18107DCE	Business Communication	DCE	2	1	-	3
MBA18108DCE	Business Law	DCE	2	1	-	3
Note: All the Students are required to earn 2 Credits either from Generic Electives offered by the Sister Departments or from Open Electives offered by other Departments or a Combination of both. The courses offered by the department under Generic and Open Electives are as follows:						
Generic Electives (GE)	Title	Paper Category	Hours /Week			Credits
			L	T	P	
MBA18001GE	Financial Appraisal of Projects	GE	1	1	-	2
Open Electives (OE)	Title		Hours /Week			Credits
			L	T	P	
MBA18001OE	Man Power Development	OE	1	1	-	2



MBA-I

SEMESTER



Management and Organizational Behavior

Course Code: MBA18101CR
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - *The objective of this paper is to enable the students to understand the multiplicity of interrelated factors which influence the behavior and performance of people as members of work organizations.*

Unit-I:

Evolution of management Thought-Classical, Behavioral and Management Science Approaches; The Hawthorne Studies; Systems and Contingency Approach for understanding organizations; Application of Management thought to the current scenario; Fundamental Concepts of Organizational Behavior; The role of OB in Management; Managerial Process, Functions; Managerial Skills and Roles in Organizations.

Unit-II:

Foundations of Individual Behavior-Personality-Meaning; Development of Personality; Personality Determinants; the “Big Five” Personality Traits; Emotional Intelligence. Perception;- Nature and importance; Factors influencing perception; Managing the Perception Process.

Unit-III:

Learning - Components of learning process; Theoretical process of learning- Classical Conditioning; Operant Conditioning; Cognitive and Social Learning Theory. Attitude: Nature and dimensions; Components and functions of attitude, Formation and attitude change.

Unit-IV:

Motivation in organizations: Nature and importance; The motivational framework; The content theories of work motivation- Maslow’s Need Hierarchy Theory; The Dual Structure Theory of Motivation; Process theory of work motivation- Vroom’s Expectancy Theory; J. Stacy Adam’s Equity Theory.

Note: - *The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.*

Suggested Readings:

1. *Fundamentals of Management* by Griffin, Houghton Mifflin Company, Boston New York, U.S.A
2. *Essentials of Management* by Andrew J/DuBrin THOMSON-South western *Management of Organizational Behavior* by Hersey/Balanchard/Johnson Pearson Education-New Delhi
3. *Organizational Behavior* by Stephen Robins- Pearson Education-New Delhi *Organizational Behavior* by Fred Luthans- McGraw-Hill
4. *Organizational Behavior* by Debra/James – THOMSON-South-Western



Accounting for Managers

Course Code: MBA18102CR
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: *The basic objective of this course is to develop an insight into postulates, principles and techniques of accounting that help in planning, decision-making and control.*

Unit-I

Financial Accounting - Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Management Accounting – concept, need, importance and scope.

Unit-II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

Unit-III

Cost Accounting - Records and Processes, Preparation of cost sheet. Marginal costing and absorption costing. Marginal costing equation, Managerial application of marginal costing. Break even analysis – Computation of breakeven point, margin of safety. Profit graphs. Responsibility Accounting – Concept and Objectives, Responsibility Centres.

Unit-IV

Standard costing – organization and establishing a standard costing system. Variance Analysis- Classification of variances, Material cost, Labor cost, Overhead cost and sales variances. Causes and Disposition of variances. Inflation Accounting – concept, impact of inflation on corporate financial statements. Techniques of inflation accounting – Replacement cost and Current purchasing power. Human Resource Accounting – Concept and Approaches.

Note:-

1. *This paper shall have 70% numerical and 30% theoretical questions.*
2. *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. *Batacharya S.K. & Dearden J. Accounting for Management- Text and Cases. Vikas New Delhi*
2. *Heitger LE and Matulich Serge Financial Accounting. McGraw Hill, New York.*
3. *Horngren C T, Sundem G L and Stratton W. Introduction to Management Accounting. Prentice Hall of India New Delhi.*
4. *Khan M Y & Jain P K. Management Accounting. Tata McGraw-Hill, New Delhi.*
5. *Sahaf M A. Management Accounting – Principles & Practice, Vikas Publishing House, New Delhi.*



Quantitative Methods

Course Code: MBA18103CR
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - *The objective of the course is to make the students familiar with some basic mathematical, statistical and operations research techniques. The main focus, however, is in their applications in business decision making.*

Unit-I

Mathematical basis of Managerial decisions - An overview; Nature and Scope of Quantitative methods in management; Scientific approach to Quantitative techniques; Functions and their managerial application (linear & quadratic functions); Concept of Derivative of functions and its managerial applications for finding maxima and minima (functions of single variable only); Game Theory: Zero sum games – Pure and mixed strategies (matrices reducible to 2×2)

Unit-II

Basic concepts of Probability, Applications of addition rule and multiplication rule of probability- simple situation problems; Numerical problems on Bayes' theorem- the special case of multiplication rule; Elementary characteristics and simple situation applications of discrete and continuous probability distribution:- Binomial, Poisson and Normal probability Distribution only; Queuing theory: Elementary characteristics and simple situation applications

Unit-III

Linear Programming: Concept and formulation/ structuring of Linear programming problems; Graphical Method to Linear programming problems (Maximization and Minimization cases), Simplex method to linear programming problems, Involving Slack Variables only; Transportation problem: Initial basic feasible solution methods, Modified approximation method for finding optimal solutions to transportation problems; Introductory concepts in Assignment problems – Hungarian assignment method for optimal assignment.

Unit-IV

Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks- finding earliest times, latest times and floats for events and activities; Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis; Decision theory: criteria for managerial decisions under uncertain and probabilistic kinds of decision making environments; Calculation of EMV and EVPI.

Note: - *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:-

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|---|---|-----------------------------------|
| 1 | <i>Quantitative techniques in Management/Vohra, N.D.,</i> | <i>Tata McGrawHill, New Delhi</i> |
| 2 | <i>Mathematics for Management/ Ragavachari, M.</i> | <i>Tata McGrawHill, New Delhi</i> |
| 3 | <i>Business Statistics/Gupta, SP and Gupta, MP</i> | <i>Sultan Chand, New Delhi</i> |
| 4 | <i>Basic Statistics for Business & Economics/Kazmier L.J & Pohl, NF</i> | <i>McGrawHill, New York</i> |
| 5 | <i>Statistics for Management/Levin Richard I & RubinDavid</i> | <i>Prentice Hall Inc</i> |



Managerial Economics

Course Code: MBA18104CR
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: - *The objective of this course is to acquaint the students with economic concepts and techniques and enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature to business firms in the context of globalization.*

Unit-I

Managerial Economics - Concept and Role in Business Analysis; Concept of Demand, Elasticity of Demand- Types and its measurement. Demand Forecasting; Managerial uses of Demand Forecasting, Utility Analysis.

Unit-II

Concepts of Production- production function, Iso-Quant and its properties. Law of Diminishing Returns, Economies of scale, Cost analysis- Classification of costs, average-marginal relationship, long-run and short-run cost functions.

Unit-III

Introduction to Macro-Economics, Market Structures- perfect competition and its features: imperfect market structure and its forms, Discriminating Monopoly and decrease of discrimination, Circular flow of national income.

Unit-IV

National Income analysis- measures, measurement and problems in measurement of NI, Inflation- causes, consequences and methods of control, Business cycle – features and phases, causes and control of business cycle.

Note: *The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.*

Suggested Reading:-

1. *Principles of Microeconomics/ H L Ahuja, S Chand & Sons, New Delhi*
2. *Business Economic /Adhikary Excel Books, New Delhi.*
3. *Economic Theory & Operations Analysis/ Baumol WJ Prentice Hall Inc., New Delhi.*
4. *Managerial Economics/ Choptra, TATA McGraw Hill, New Delhi.*
5. *Managerial Economics/ Keat, Paul G. And Philips K.Y. Young Prentice Hall, New Jersey.*
6. *Modern Micro Economics/ Koutsoyiannis Macmillan, New York.*



Computer Applications in Management

Course Code MBA18106DCE
MBA 1st Semester
Credits: 3

Cont. Assessment: 15
Term End Exam: 60
Min. Pass Marks: 40%

Course Objectives:- This course aims at making students conversant with the basic concepts of computers, various input, output, and storage devices, software and operating systems and MS-office.

Unit-I

- Introduction to computers, Block Diagram of Computer, Advantages and Disadvantages of computers
- Evolution (Generations) and classification of computers (super, mainframe, Mini, Micro etc)
- Common I/O devices and their characteristics.
- Primary and secondary memory: RAM and ROM, Hard Disk, Magnetic Tape and Optical devices.

Unit-II

- Computer software: Classification and Types.
- Generations of computer Languages
- Operating System: Functions, types-Multiprogramming, Multiprocessing, Timesharing, Real time, Online and Batch Systems.
- Booting process

Unit-III

- Windows Basics: The Desktop, My Computer, Working with files and Folders.
- Windows Explorer, Windows Help and Support centre.
- Searching in Windows and System utilities.
- Start Menu, Accessories like Notepad, Paint and WordPad.

Note: - Practical work and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. ITLES, "Introduction to Information Technology", Pearson Education.
2. Peter Norton, "Introduction to Computers", PHI.
3. Sanders M, "Computers in Business: An introduction" McGraw Hill



Business Communication

Course Code: MBA18107DCE
MBA 1st Semester
Credits: 3

Cont. Assessment: 15
Term End Exam: 60
Min. Pass Marks: 40%

Course Objectives:- *The objective of this paper is to equip the students with Business Communication Skills to enable them to effectively communicate and present the technical report/presentations.*

Unit–I: Introduction

Communication in Business, the process of communication, models of communication, principles of communication, barriers of communication, Strategies for overcoming Barriers.

Unit–II: Channels of Communication

Channel effectiveness, Channel limitations. Media of communication approaches to effective communication, Essentials of non verbal communication, types: kinesics, proxemics, paralanguage, time language, color, report writing organization and techniques, Short & Long Formal Reports.

Unit–III: Group Communication

Group communication through committees, conference and other formal communication with public at large, interviews, seminar, symposia and conferences. Specific business communication: essentials of effective business communication .structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters.

Note - *Case studies and other assignment will be provided by the concerned faculty in the class.*

Suggested Readings:

1. *Lesikar, Petit & Lesikar's, Basic Business, Tata McGraw*
2. *Poe & Fruchling, Basic Communication, AITBS*
3. *Diwan & Aggarwal Business Communication Excel*
4. *Baugh, Frayer & Thomas, How to write first class Business Correspondence, Viva Books*



Business Law

Course Code MBA18108DCE
MBA 1st Semester
Credits: 3

Cont. Assessment: 15
Term End Exam: 60
Min. Pass Marks: 40%

Course Objective: *The objective of the course is to acquaint the students with the basic understanding of business law and enable them to provide an insight into the legal aspect of the business.*

Unit-I:

Indian Contract Act 1872– General principles– Essentials and types of contract - Offer, Acceptance and Consideration –Free Consent - Competency of the parties- Legality of object and consideration – Quasi contracts- Performance , termination breach and remedies

Unit-II:

Law of Sale of Goods. Sale vs agreement to sell- Goods, price, time , conditions and warranties – Doctrine of caveat Emptor- Unpaid seller - Partnership act 1932, Essentials of partnership – definition, formation of partnership, dissolution of partnership.

Unit-III:

Company Law : Introduction: Companies Act , 2013 – Characteristics and kinds of companies – Registration – Meetings – Types of meetings – Insolvency and Winding up of Companies - Consumer protection Act 1986: General introduction, definition, constitution of forms – their functions and powers.

Note:- *Case studies and other assignments will be provided by the concerned faculty in the class.*

Suggested readings:-

1. *Mc Shukla – A manual of mercantile Law*
2. *N.D. Kapoor – Mercantile Law*
3. *Avtar singh – Indian Contract Act*



Financial Appraisal of Projects

Course Code: MBA18001GE

MBA 1st Semester

Credits: 2

Term End Exam: 50

Min. Pass Marks: 40 %

Course Objectives: - *The purpose of this course is to acquaint the students with the procedure and practice of financial appraisal of projects.*

Unit I

Financial Appraisal – Concept. Estimation of project cost. Means of financing. Working capital requirements and its estimation. Financing of working capital. Estimation of working results. Cost of Production and Profitability Estimates. Cash flow Estimates. Projected Balance sheets.

Unit II

Project Appraisal Techniques - Payback Period, Average Rate of Return, Net Present Value and Internal Rate of Return.

Suggesting Readings:

1. *Arnold G. "Corporate Finance", Pearson Education, New Delhi.*
2. *Chandra Prasanna. Project; Planning, Analysis, Financing, Implementation and Control, New Delhi, Tata McGraw Hill.*
3. *Chitale V P. Project Viability in Inflationary Conditions – A Study of Capital Cost and Project Viability, New Delhi, Vikas Publishing House.*
4. *Pandey I.M., "Financial Management" New Delhi, Vikas Publishing House.*
5. *Patel B M. Project Management – Strategic Financial Planning, Evaluation and Control. New Delhi, Vikas Publishing House.*

Name of Course Instructor:- Prof. Mushtaq A Darzi



Manpower Development

Course Code: MBA18001GOE

MBA 1st Semester

Credits: 2

Term End Exam: 50

Min. Pass Marks: 40 %

Unit-I

Human Resource Development: – Concept, Goals and Challenges of HRD; Need for Personality Development; Human Resource Development climate and elements of HRD climate; Contributing factors of HRD climate practices in India; Measurement of HRD Climate; Human Resource Development for line managers-Concept; issues and Significance; the role of line managers in HRD; Cases, exercises and feedback sessions.

Unit-II

Motivational aspects of HRD and role efficacy; Human Resource Development for workers-concept; Issues and significance; rationale and objectives of HRD for workers; HRD mechanism for workers; HRD mechanisms for managers; Performance Appraisal System Practices in organizations; Training and Development Cases, exercises and feedback sessions.

Suggested Readings:

1. Rao, T.V. *Reading in Human Resource Development*, Oxford and IBH Publishing Company Pvt. Ltd.;
2. Singh, Rao, Nair. *Selected Readings in HRD*. Tata McGraw Hill Publishing Co.;
3. Srinivasan R. Kandula, “*Strategic Human Resource Development*” Prentice Hall India;

Name of Course Instructor: Prof. S. Mufeed Ahmad