

FIRST SEMESTER

Managerial Economics

Subject Code:1001

Work Load: 4hrs/week

Semester End Exam Marks: 80

Contact Hours: 60

Credit Points: 04

Internal Marks: 20

OBJECTIVES:

1. To familiarize students with Micro Economic Concepts used in Decision Making.
2. To develop application and analytical skills by using these concepts to make managers effective in economic decision making.

Module: 1	(10 Hours)
Introduction to Economics - Introduction to Managerial Economics- concept, Nature, Scope, & significance. Role of Managerial Economist in Decision making -Decision Making Process in Managerial Economics, Difference between Micro and Macro Economics, Fundamental Concepts- Opportunity Costs, Incremental Concepts, Discounting Principle, Equimarginal Principle.	
Module: 2	(10 Hours)
Demand and Supply Analysis –Determinants of demand, Law of Demand, Types of demand, Determinants of Demand, Elasticity of Demand - Price, Income, Cross, Advertising and promotional elasticity Promotional Elasticity, Demand Forecasting - Methods and Significance. Exercises on demand forecasting, Law of Supply, Determinants of Supply, Elasticity of Supply.	
Module: 3	(12 Hours)
Production Function - Cobb Douglas Production Function, Law of Variable Proportion, Law of Returns to Scale, Isoquants, production function and Managerial decisions, <i>Returns to scale</i> . Cost Concepts – Fixed, Variable, Average, Marginal Costs, Short Run and Long Run Cost output relationship.	
Module: 4	(12 Hours)
Introduction to Market Structures - Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly. Pricing - Pricing policies in practice and pricing methods - Skimming and Penetration Price, Cost plus Pricing, Transfer Pricing, Target Rate of Return Pricing. Price Leadership, Resale Price Maintenance, Price Discrimination.	

Module 5	(08 Hours)
Theories of firms and Profits theories : theories of firms and their managerial application, Determinants of Short-term & Long-term profits. Classification – Measurement of Profit. Break Even Analysis – Meaning, Assumptions, determination of BEA, Limitations – Uses of BEA in Managerial decisions.	

Recommended Book:

1. Managerial Economics by D. N. Dwivedi 7th edition, Vikas Publishing

Reference Books:

1. Managerial Economics by Petersen, Lewis and Jain 4th edition, Pearson
2. Managerial Economics by Prof. ABN Kulkarni and Dr. A. B. Kalkundrikar, 2009, R. Chand & Co.
3. Economics by Paul A. Samuelson 19th edition, Tata McGraw Hill
4. Managerial Economics by Dr. D. M. Mithani 5th edition, Himalaya Publishing House

Management and Behavioral Process

Subject Code: 1002

Work Load: 4hrs/week

Semester End Exam Marks: 80 Internal

Contact Hours: 60

Credit Points: 04

Marks: 20

OBJECTIVE:

1. Familiarize the students with the fundamental concepts of Management.
2. To highlight various approaches in organization behavior

Module: 1	(10 Hours)
Management Definition, nature, importance, evolution of management thought, contribution made by Taylor, Ford and Fayol Hawthorne experiments, Maslow's-hierarchy of needs, Is management a science or art? Functions of Manager, ethics in managing and social responsibility of managers Types of Business Organization, The Process of Management; The Process of Decision making.	
Module: 2	(15 Hours)
Planning Organizing & Controlling Why Management process starts with planning, steps in planning, types of planning, Barriers to effective planning, operational plan, strategic planning, Mckinsey's 7's Approach SWOT analysis, Controlling- concept, Planning- control relationship, process of Control, human response to control, dimensions of control , MBO. Organizing – concept, nature and process of organizing, authority and responsibility, delegation and empowerment, centralization and decentralization, concept of departmentation.	
Module: 3	(12 Hours)
Leadership Staffing and Motivation Concept, Manpower planning, Job design, recruitment & selection, training and development, performance appraisal, motivation, motivators and satisfaction, motivating towards organizing objectives, morale building Defining leadership and its role, should managers lead, leadership style, leadership development, Leadership behavior.	
Module: 4	(12 Hours)
Organizational Behaviour Definition of “Organization Behavior”, Fundamental concepts of OB, various Organization models challenges and opportunities for OB, relationship with other fields Individual Behavior – Foundations – Personality, Perception, Learning, Attitudes & values. Group Behavior - Foundations – Group Process, Group Tasks, Types, Group Development – Conflict Management – Case incidents. Stress management – Definition, causes, types – Management of stress.	

Module: 5	(11 Hours)
Organization Structure and Development Organization Structure and Change: Restructuring, BPR, SBU's new terms of organizations structure virtual, project, matrix, cluster Organizational Culture, Cross-national differences in Organizational Behavior, Organizational change and Development (just introduction), Assumptions, Objectives and components of Organizational development 11 hrs	

Reference Books:

1. Koontz – Principles of Management (Tata McGraw Hill, 1st Edition 2008)
2. Robbins & Caulter – Management (Prentice Hall of India, 8th Edition)
3. L.M. Prasad – Principles & Practices of Management (Sultan Chand & Sons, New Delhi)
4. Parag Diwan – Management Principles and Practices (Excel Books, New Delhi)
5. Stoner, Freeman, Gilbert. Jr. – Management (Prentice Hall of India, 6th Edition)
6. Koontz, Weihrich – Essentials of Management (TMH, 5th Edition)
7. Robins, S.P., 'Management', Englewood Cliffs, Prentice Hall Inc., New Jersey, 2004.
8. Fred Luthans- 'Organisational Behavior', McGraw Hill Publishing Company, New York, 2005
9. Aswathappa K., 'Organizational Behavior', Himalaya Publishing House, New Delhi, 2005.
10. Organizational Behavior- Fred Luthans, Stephen P Robbins, McGraw Hill.
11. Organizational Behavior- Stephen P Robbins, PHI Psychological Dimensions of Organizational Behavior- Staw B M PHI

Statistics for Business Decisions

Subject Code: 1003

Work Load: 4hrs/week

Semester End Exam Marks: 80

Contact Hours: 60

Credit Points: 04

Internal Marks: 20

OBJECTIVE:

1. To provide basic ideas on various statistical tools.
2. To apply techniques to collect, analyze and interpret numerical data

Module: 1	(16 Hours)
Introduction: Introduction to Statistics, Data Collection Methods, Classification, summarization of data, Tables, Graphs, Frequency distributions (Discrete & Continuous variables) Measures of Central Tendency: Arithmetic Mean, Combined Mean ,Weighted Mean & Geometric Mean, Harmonic mean, Median, Mode (Grouped & ungrouped data)	
Module:2	(07 Hours)
Measures of Dispersion Range, Interquatile Range, Standard deviation, Coefficient of Variation (Problems & cases to be solved manually & with SPSS), Only Introduction to skewness & kurtosis.	
Module: 3	(12 Hours)
Probability & Probability Distributions Counting Techniques (Permutation & Combinations), Random Variable, Basic concepts of probability, basic rules of probability (Addition, multiplication law) Discrete & continuous variables, Binomial, Poisson & Normal Distribution and their characteristics	
Module: 4	(10 Hours)
Correlation :Types of correlation, Correlation & Causation, Scatter Diagram, Karl Pearson's Coefficient of correlation, Rank correlation (for ungrouped data only) Regression Simple Regression, Method of Least Squares, Regression Coefficients	

Module: 5	(15 Hours)
Testing of Hypothesis Introduction to Inferential Statistics, Basic Concepts of Hypothesis Testing, Type I & Type II error, Hypothesis Testing for means & proportions for large and small samples, Hypothesis Testing for difference between means (small and large samples) and difference between proportions (large sample), Chi- square testing of Independence of attributes, Introduction to ANOVA (One way classification)	

Reference Books:

1. Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill
2. Statistics For Management, Reprint 2010, Anand Sharma, Himalaya Publishing House
3. Fundamentals of Statistics, 6th Edition, S.C. Gupta, Himalaya Publishing House
4. Statistics for Management. 5th Edition, Levin & Rubin, Prentice Hall of India
5. Quantitative Techniques for Business Managers, 1st Edition, R. K. Bhardwaj, Anuradha R. Chetiya, Kakli Majumdar, Himalaya Publishing House
6. Quantitative Techniques For Managerial decisions, Secon Edition, U. K. Srivastava, G. V. Shenoy & S. C. Sharma, New Age International Publication

Managerial Communication

Subject Code: 1004

Work Load: 4hrs/week

Semester End Exam Marks: 80

Contact Hours: 60

Credit Points: 04

Internal Marks: 20

OBJECTIVE:

1. Communication is a very essential skill for the managers to be successful in their professional career.
2. It is to acquaint students with the basic concepts and techniques of communication that are useful in developing skills of communication.

Module: 1	(10 Hours)
Communication in the Workplace: importance of Communication skills, why business depends upon communication, Main categories of business communication, communication networks of the organization, Definition, The seven C's of effective communication, Completeness, conciseness, consideration, concreteness, clarity, courtesy, correctness, exercises in each of the components with cases, - Business Communication Process, Barriers to Communication,	
Module: 2	(15 Hours)
Basic Communication Skills Listening Skills: Listening in your career, Benefits of good listening, problems with ineffective listening, hearing versus listening, perception - factors influencing perception, assessing others perceptions, characteristics of good and bad listeners, types of listening, energy - physical and mental, situational knowledge, the 3 d's - dismantling. Verbal and non verbal skills: Situational knowledge- perceptions, proxemics, territoriality, environmental factors, communication competence, chronemics, jargon, euphemisms, avoiding racist and sexist language, paralanguage, oculesics, kinesics, emblems, illustrators, regulators, adaptors, and affect displays. Message strategies, making requests and giving directions.	
Module: 3	(20 Hours)
Business Correspondence and Report writing Business Correspondence: Standard parts of a letter, optional parts of a letter, letter layout, types of business letters, memoranda, Electronic mail, Short Message Service, making an effective presentation (PowerPoint presentations). Covering letters, quotations, tenders and letters for shortfall in material, breakages, and late order dispatching, dunning letters. Report Writing Qualities of well-written reports, types of reports – Long and Short, Parts of a long report (in detail from cover - inside cover introduction part to middle part to concluding part - references - annexure), Short reports, analytical memorandum reports, informational memorandum reports, letter reports, Exercises in each of these areas	

Module: 4	(08 Hours)
The Job application process: Resume, preparing resumes, planning your resume, types of resume (functional and chronological), writing your resume, adapting your resume to the audience, completing and revising your resume, distributing your resume, Cover letter to resume Job related and personnel letters	
Module; 5	(07 Hours)
Interviews Types of interviews, promotional, Grievance, assessment, problem, reprimand, stress, reprimand, panel, telephone, employment or selection - preparation, The interview, role of interviewer, conduct of interview ⁸	

Reference Books:

1. Lesikar Raymond V., Flatley Marie E, et al, Business Communication: Making connections in a digital world 11th edition, Tata McGraw Hill Education Private Limited, New Delhi,
2. Pradhan Homi & Pradhan N. S., Business Communication, 5th Edition (reprint 2009), Himalaya Publishing House, Mumbai,
3. O'Hair Dan, Friedrich Gustav W. et al Strategic Communication in business and the professions, 6th edition, 2nd impression 2011, Pearson, Noida,
4. Sharma R C and Mohan Krishna, Business Correspondence and report writing, 4th edition, Tata Mc Graw Hill Limited, Noida,
5. Ibid
6. Bovee Courtland L., Thill John V., et al, Business communication today, 9th edition (first impression), Pearson education,
7. Rai Urmila and Rai S. M. Business Communication 9th revised edition Himalaya Publishing House, Mumbai,

Accounting and Costing for Managers

Subject Code:1005

Work Load: 4hrs/week

Semester End Exam Marks: 80

Contact Hours: 60

Credit Points: 04

Internal Marks: 20

OBJECTIVES:

1. To understand the accounting policies, standards, analyse & interpret the financial statements.
2. To familiarize the students with the preparation and presentation of financial statements of an organisation.

Module: 1	(20 Hours)
Introduction to Financial Accounting, Functions of Financial Accounting, Financial Accounting v/s Management Accounting, GAAP, Accounting concepts & conventions, Double entry system of Book-keeping system- Trail Balance, Profit & Loss Account, Balance Sheet-definition, layout, components & Limitations of Balance Sheet, Final Accounts & Corporate Financial Statements (Problems). Depreciation- Causes, Need, Methods of Depreciation (Only theory).	
Module: 2	(10 Hours)
Analysis and Interpretation of Financial Statements-Meaning, Objectives & Techniques of Financial Statement Analysis- Horizontal, Vertical, Trend & Ratio Analysis (Problems). Cash Flow & Funds Flow Statement (Problems).	
Module: 3	(10 Hours)
Cost Accounting-Meaning, Objectives, Advantages, Methods & Types of Costing, Classification of costs, Cost drivers. Product costing-Meaning & Preparation of Cost sheet (Problems). Process costing-Normal loss, Abnormal loss, Abnormal gain	
Module: 4	(10 Hours)
Overhead Costing- Allocation, Absorption & Apportionment of O.H, Methods of Absorption & Allocation (Problems). Inventory valuation- Meaning, Objectives & Methods of valuation of inventory, (Problems on FIFO, LIFO).	
Module: 5	(10 Hours)
Budgeting & Profit Planning- Meaning, Features & Types of budgets. Cost-Volume-Profit Analysis- Profit planning, Break-even-analysis, Assumptions & Limitations of C.V.P. analysis.	

Reference Books:

1. Dr. Jawaharlal, Accounting for Management, Himalaya Publishing House, Mumbai, Edition-2010.
2. Khan. M. Y. & Jain. P. K., Management Accounting, Tata McGraw Hill Publications, New Delhi, Fourth edition, 2007.
3. Tulsian. P. C., Financial Accounting, Pearson Education, New Delhi, Edition-2006.
4. Dr. Sontakke. Kaustubh Arvind, Financial Accounting, Himalaya Publishing House, Mumbai, Second edition, 2009.
5. Jain. S. P. & Narang. K. L., Advanced Accounting-Part-I, Kalyani Publishers, New Delhi, Seventeenth edition, 2011.
6. Dr. Maheshwari. S. N. & Dr. Maheshwari. S. K., Corporate Accounting, Vikas Publishing House Pvt. Ltd, New Delhi, Fourth edition.
7. Jain. S. P. & Narang. K. L., Advanced Accounting-II (Corporate Accounting), Kalyani Publishers, New Delhi, Eighteenth edition, 2009.
8. Lynch. Richard M. & Williamson. Robert W., Accounting for Management- Planning & Control, Tata McGraw Hill Publishing Company Ltd., New Delhi, Third edition, 2006.
9. Jones. Michael, Accounting for Non-Specialists, John Wiley & Sons, Ltd, New Delhi, Edition-2002.
10. Arora. M. N., Cost Accounting- Principles & Practice, Vikas Publishing House Pvt. Ltd., New Delhi, Tenth edition, 2007.

Principles of Marketing

Subject Code:1006

Work Load: 4hrs/week

Semester End Exam Marks: 80 Internal

Contact Hours: 60

Credit Points: 04

Marks: 20

OBJECTIVES:

1. To provide inputs on the major decisions that marketing managers and top management face in their efforts to harmonize the objectives and resources of the, organizations, with the needs and opportunities in the market place and to understand the nature of marketing management.
2. To study the various theories, principles and functions of marketing.

Module: 1	(12 Hours)
Introduction to marketing: Core concepts of Marketing (Needs wants demands, products, value, satisfaction, quality, exchange transactions, relationships and markets) Marketing Management, Company orientation towards the market place. Production, product, selling, marketing, and Societal marketing concepts. Marketing process, Concept of marketing Mix, Basics of Marketing	
Module: 2	(06 Hours)
Marketing environment Micro environment, Macro environment Controllable, uncontrollable and partially controllable factors	
Module: 3	(12 Hours)
Buying Behavior Consumer Market – factors affecting consumer buying behavior Model of Consumer Behavior, Buyer decision process, Buyer adoption process, Types of buying decision Behavior Industrial Market – Distinction from consumer market, Industrial Buying Process, Buying situation, New Task, modified rebuy and straight rebuy, Buying process, Industrial buying Behavior, Institutional and Government Markets	

Module: 4	(18 Hours)
Measuring and forecasting demand Measuring current demand, Forecasting future demand (survey of buyers intentions, composite of sales force opinions, expert opinion, Delphi technique test marketing)	
Market Segmentation, Positioning Concept of market segmentation, Basis for segmenting consumer and industrial markets, requirement for effective segmentation, evaluating market segments and selection of market segments, choosing and implementing positioning strategies	
Module: 5	(12 Hours)
Product related strategies Product and product mix, Product line, New product development, Branding - <i>brief idea</i> , Packaging and labeling, Pricing distribution and promotion (Basics) Product Life cycle concept – Introduction stage, Growth stage, Decline, Marketing strategies in all the stages	

Reference Books:

1. Principles of Marketing - Kotler and Armstrong PHI
2. Marketing Management - Kotler PHI

Skill Development Series -I

Managerial Etiquettes

Semester I

No of Hours per Week : 2

Total no of hours : 30

Theory : 10 hours

Practical : 20 hours

Evaluation : Grades

Objective

To enable students in developing sophisticated personal and professional mannerisms to succeed in corporate life.

Module 1:

Corporate Etiquettes – Office protocols and etiquettes, professional conduct, use of courteous phrases @ workplace, self introduction, corporate dressing and grooming

Module 2:

Business Meetings – Attending a business function, etiquettes in meetings, business socialization, organizing events for business

Module 3:

Dining Etiquettes – Dining manners, banquet etiquettes.

Module 4:

Global Manners – Cultural taboos and practices, business etiquettes in the West, Middle East, and India.

Module 5:

Communication Etiquettes – telephone etiquettes, email etiquettes, way to deal with difficult people, accepting, extending and declining invitations.

Suggested Books

1. Lillian Hunt and Jeanethe Martin , The Essentials Guide to Business Etiquettes, Praeger, London
2. Fox, Sue, Business Etiquettes for Dummies, Wiley Publishing INC
3. Dresser, Norine, Multicultural Manner, John Wiley & Sons Inc.

Pedagogy:

Lectures , Assignments, Live Project, Presentations

Evaluation:

1. Presentations - 25 Marks
2. Project (Report + Viva) – 25 Marks
3. Assignments - 50 Marks

Grade System

75 % and above – A

60. 00% to 74.99 % - B

50. 00% to 59.99% - C

40% - 49.99 - D.