

## **1.1: Management and Organizational Behavior**

### **Unit – I:**

Managers and Management – Meaning – Role of managers – Processes of management – Historical roots of contemporary management practices.

### **Unit – II:**

Organizational behavior – Nature and levels of organizational behavior – Individuals in organization – individual differences – Personality and ability – The Big 5 Model of personality – organizationally relevant personality traits. The nature of perception – characteristics of the perceiver, target and situation – perceptual problems.

### **Unit – III:**

Foundations of planning – Types of plans–Approaches to planning – Planning in dynamic environment. Organizational designs and structures – traditional and contemporary organizational designs. Organizational culture and ethical behavior – factors shaping organizational culture–creating an ethical culture.

### **Unit – IV:**

Motivation–early and contemporary theories of motivation. Leadership – early and contemporary approaches to leadership. Groups and group development – turning groups into effective teams. Managing change – process, types and challenges.

### **Unit – V:**

Power, Politics, Conflict and Negotiations–Sources of individual, functional and divisional Power. Organizational politics. Conflict – causes and consequences – Pondy's model of organizational conflict–conflict resolution strategies. Communicating effectively in organizations – communication process–barriers to communication–overcoming barriers to communication–persuasive communication–communication in crisis situations.

### **Suggested Books:**

1. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", Published by Pearson Education Inc.
2. Jon L Pierce and Donald G. Gardner, "Management and Organizational behavior", Cengage Learning India (P) Limited.
3. Richard Pettinger, "Organizational Behaviour", 2010 Routledge.
4. Dipak Kumar Bhattacharya, "Organizational Behavior, Concepts and Applications", Oxford
5. K. Aswathappa, "Organizational behavior", Himalaya Publishing House.
6. R. Satya Raju and A. Parthasarathy, "Management", 2009, PHI Learning (P) Limited.
7. John Schermerhorn, Jr., James G. Hunt and Richard N. Osborn, "Organizational Behaviour", 10t edition, Wiley India Edition.
8. Karminder Ghuman and K. Aswathappa, "Management", Tata McGraw Hill. New Delhi.
9. Arun Kumar and N. Meenakshi, "Organizational Behavior, A modern approach", Vikas
10. VSP Rao, "Organizational Behavior", 2009, Excel, New Delhi.
11. Jai B.P. Sinha, "Culture and Organizational Behavior", 2008, Sage Publications.
12. Stephen P. Robbins, Jennifer George and Gareth Jones, "Management and Organizational Behaviour", Pearson Education Inc.
13. Dr. S. S. Khanka, "Organizational behavior", S. Chand.
14. Sarma VS Veluri, "Organizational Behaviour", Jaico Publishing House.
15. RS Dwivedi, "Human Relations and Organizational behavior", Macmillan.
16. BPP, "Organization and Behavior", Viva Books.

## 1.2: Managerial Economics

### Unit – I: Nature & Scope of Managerial Economics:

Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Marginal concept in economics. Economics of information: Risk, Uncertainty, Asymmetry of information, Adverse Selection, Market Signaling. The theory of firm; Econometric Models & Economic optimization.

### Unit – II: Demand & Supply Analysis:

Basis for demand and supply. Market demand and supply functions and curves. Market equilibrium. Consumer behavior and rational choice: cardinal and ordinal approaches of consumer utility. Maximization of consumer utility by the technique of indifference curves and budget lines. Corner solution and consumer surplus. International convergence of tastes.

Demand Sensitivity Analysis: Price, Income & cross elasticity's of demand. Managerial applications of elasticity are of demand.

### Unit – III: Production and Cost Analysis:

Production Function; Laws of diminishing returns to a factor. Returns to scale. Optimal combination of input factors. Optimization of two inputs and single output through graphic method. Expansion path and ridge lines. Productivity Measurement Output elasticity. Economies & Diseconomies of scale. Economies of scope. Learning curve. Estimation of production function: Cobb Douglas and CES Production functions. Cost analysis: Economic & Accounting Costs. Role of time in cost-analysis. Minimum of Efficient scale Firm size & plant size. Cost-volume Profit Analysis.

### Unit – IV: Market Structure and Modern Pricing Practices:

Price determination under perfect competition. Monopoly, oligopoly & Monopolistic competition. Game theory & competitive strategy. Game theory basics, dominant strategy, Nash equilibrium, prisoners dilemma. Infinity repeated games & finitely repeated games. Competitive, pricing and non pricing strategies. Sophisticated market pricing: pricing discrimination–using coupons & rebates for price discrimination. Peak load pricing and two-part tariffs. Bundling & Intrafirm pricing Mechanics of bundling. Bundling as a pre-entry strategy. Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing.

### Unit – V: Macro economics & Business:

Nature, concept & Measurement of National Income. Classical and Keynesian approaches, Inflation: Types, causes and measurement of inflation. Philips curve, stagflation. Trade cycles causes and policies to counter trade cycles.

### Suggested Books:

1. Allen, Wegelt, Doherty & Mansfield, "Managerial Economics - Theory, Application & Cases", 2010, 7<sup>th</sup> Ed. Viva-Norton Student Ed.
2. Mark Hirschey, Log "Managerial Economics – An Integrative Approach", Cengage Learning.
3. Dominik Salvatore, "Managerial Economics", 2008, 6<sup>th</sup> Ed. Oxford University Press.
4. Geethika, Piyoli Ghosh, and P.R. Chaudhary "Managerial Economics", 2008, Tata McGraw Hills, New Delhi.
5. Robert Wasahik "Managerial Economics: A Strategic Approach", 2010, 2<sup>nd</sup> Ed. Routledge Publications.
6. D.M. Mithani, "Managerial Economics" 2008, Himalayan Publishing House.
7. D. N. Dwivedi, "Managerial Economics", 7<sup>th</sup> Ed Vikas Publishing.
8. Trunett & Trunett, "Managerial Economics", 2009, 8<sup>th</sup> Ed Weiley India.
9. Samuelson & Nordhaus, "Economics" 2010, 19<sup>th</sup> Ed., Tata McGraw Hills.
10. Atmanand, "Managerial Economics", 2009, Excel Publishing.
11. Sumitra Paul, "Managerial Economics", 2008, Macmillan.
12. Josph G. Nellis & David Parter "Principles of Business Economics", 2009, 2<sup>nd</sup> Ed. Pearson Ed.,

### 1.3: Financial Accounting and Analysis

#### Unit – I:

Meaning & Definition of financial accounting–Scope of accounting science–Accounting as a business information system; Accounting concepts and conventions, their implications on accounting system; Double entry system–recording business transactions–Classification of accounts–accounting process–Accounting cycle–Primary entry (Journal proper)–Ledger posting preparation of trial balance, suspense account; Accounting equation–Static and Dynamic view .

#### Unit – II:

Preparation and presentation of financial statements–Distinction between capital and revenue expenditure–Measurement of business Income, profit and loss account–Preparation of balance sheet; provisions of the Indian companies Act. regarding preparation and presentation of financial statements.

Depreciation concept–Methods of depreciation–their impact on measurement of business income–Accounting standard 6–Inventory valuation methods–AS2; Tax planning–Tax avoidance–Tax evasion.

#### Unit – III:

Financial Statement Analysis–Ratio analysis–Rationale and utility of ratio analysis–Classification of ratios–Calculation and interpretation of ratios–Liquidity ratios–Activity / turn over ratios–Profitability ratios–leverage and structural ratios–Diagnostic and predictive power of ratios; common size statement analysis.

#### Unit – IV:

Funds flow analysis–Concept of funds flow–Statement of changes in working capital–Funds from business operations–Statement of sources and uses of funds–Advantages of funds flow analysis–Cash flow statement–Accounting standard 3 (AS3).

#### Unit – V:

Accounting standards–their rationale and growing importance in global accounting environment,–IAS-IFRS-US GAAP; Human resource accounting concept and importance – Valuation of human resources – Economic value approach, non monetary valuation methods – Human resource group value; Balanced score card – Methodology of BSC.

#### Suggested Books:

1. Earl K. Stice and James. D. Stice, "Financial Accounting – Reporting and Analysis", 2009, 7<sup>th</sup> Ed. south western, Cengage Learning.
2. Carl S. Warren, James. M. Reeve, Jonathan. E. Duchac, "Financial Accounting, Concepts, Methods and Applications", 2009, Cengage Learning
3. Alic C Lee, John C Lee, "Financial Analysis, Planning & Forecasting", 2009, 2<sup>nd</sup> Ed. Cambridge.
4. Grewal T.S., "Introduction to Accounting", 2009, S. Chand Publishers.
5. N. Ramachandran, Ramkumar Kakani, "Financial Accounting for Management", 2009, 2<sup>nd</sup> Ed. Tata McGraw Hill Publishing Pvt. Ltd.,
6. Dr. Jawaharlal, "Accounting for Management", 2010, 5<sup>th</sup> Ed. Himalaya Publishing House
7. Paresh Shah, "Basic Financial Accounting for Management", 2009 5<sup>th</sup> Ed. Oxford University Press.
8. Ambarish Gupta, "Financial Accounting for Management", 2009, An Analytical Perspective, 3<sup>rd</sup> Ed., Pearson Education.
9. Sudhindra Bhat, "Management Accounting", 2009, 1<sup>st</sup> Ed, Excel Books.
10. Ashish K. Bhattacharyya, "Essentials of Financial Accounting", 2009, 5<sup>th</sup> Ed. PHI Learnings.

## **1.4: Marketing Management**

### **Unit – I: Basics:**

Marketing, Market, Marketing Management. Tasks, Philosophies, Marketing Mix-expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Global marketing, Marketing Environment - Company's Micro and Macro Environment - Interface other functional areas

### **Unit – II: Market Segmentation:**

Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting - Evaluating Market Segments, Selecting Market Segments - Differentiation, Product Positioning, Positioning Strategies, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Competitive strategies.

### **Unit – III: Marketing Programme:**

Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion. Public Relations, Personal Selling. Online Marketing.

### **Unit – IV: Consumer Markets:**

Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior. Stages in the Adoption Process, Industrial Markets - Characteristics, Industrial Buyer Behavior, Services Markets-Characteristics, and Strategies.

### **Unit – V: Marketing Organization and Control:**

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Marketing Organization Annual plan Control, Efficiency Control. Profitability Control and Strategic Control. Marketing Audit.

### **Suggested Books:**

1. Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, "Principles of Marketing", 2010, 13th Ed, Pearson Education Prentice Hall of Indi.
2. Paul Baines, Chris fill, Kelly page, "Marketing Management", 2009, 1<sup>st</sup> Ed. Oxford University Press.
3. Roger j. best, "Market- Based Management", 2009, 1<sup>st</sup> Ed. PHI Learning Pvt. Ltd.
4. Kurtz & Boone, "Principles of Marketing", 2010, 12<sup>th</sup> Ed. Cengage Publications.
5. Tapan k panda, "Marketing Management". 2010, 1<sup>st</sup> Ed. Excel books.
6. Ramaswamy V.S. Namakumari S, "Marketing Management", 2009, The Global perspective- Indian Context Macmillan India Ltd.
7. Rajan Saxena, "Marketing Management", 2009, 4<sup>th</sup> Ed. Tata McGraw Hill.

## 1.5: Statistics for Management

### Unit – I:

- i. Introduction to Statistics-Overview, origin and development and Managerial Applications of statistics, Measures of Central Tendency, Dispersion, Skewness and Kurtosis.
- ii. Introduction to Probability-Concepts and Definitions of Probability-Classical, Relative frequency, subjective and axiomatic. Addition and multiplication theorems, Statistical independence, Marginal, Conditional and joint Probabilities.
- iii. Baye's theorem and its applications.

### Unit – II:

- i. Probability Distribution-Random Variable (RV), Expectation and Variance of a RV. Probability distribution function, properties, Continuous and Discrete Probability distribution functions.
- ii. Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, Properties and applications.
- iii. Continuous Probability Distributions-Normal Distribution, Standard Normal Distribution,- Properties, applications and importance of Normal Distribution.

### Unit – III:

- i. Sampling Theory-The basics of sampling-Sampling procedures-Random and Non-Random methods-Sample size determination-Sampling distribution, Standard Error, Central Limit Theorem.
- ii. Hypothesis Testing-Statistical Estimation, Point and Interval Estimation, Properties of a good estimator, confidence interval.
- iii. Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D.'s.

### Unit – IV:

- i. Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test.
- ii. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).
- iii. Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

### Unit – V:

- i. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation.
- ii. Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii. Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods.

### Suggested Books:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2000, 7th Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6<sup>th</sup> Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1<sup>st</sup> Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounderpandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", First edition, 2009, Cambridge.
6. J. K Sharma, "Business Statistics", 2010, 2<sup>nd</sup> Ed. Pearson.
7. Arora PN & others, "Complete Statistical Methods", 2010, 3<sup>rd</sup> Ed. S. Chand.
8. Beri, GC, "Business Statistics", 2010, 3<sup>rd</sup> Ed. TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
10. Levine, David M and others, "Statistics for Managers using MS. Excel", 2009, 5<sup>th</sup> Ed. PHI.
11. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.
12. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
13. Hoda, R.P., Statistics for Business & Economics", 2010, 4<sup>th</sup> Ed. Macmillan.
14. Apte. D.P. "Statistical Tools for Managers – Using MS Excel", 2009, 1<sup>st</sup> Ed. Excel Books.

## **1.6: Business Law and Environment**

### **Unit - I: Law of Contracts:**

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void contracts – Legality of Object - Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

### **Unit - II: Law relating to Special Contracts:**

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

### **Unit - III: Companies Act:**

Definition of company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings - Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

### **Unit - IV: Consumer Protection Law:**

Introduction to consumer protection law in India - Consumer councils - Redressal machinery - Rights of consumers - Consumer awareness. Pollution Control Law - Air, water, and environment pollution control, Role of public awareness. Laws relating to Intellectual Property Rights. Competition Law. Arbitration and conciliation.

### **Unit - V: Business Environment:**

Business and its Environment – An Introduction to Economic Environment – Perspectives on the Economic Problem –The technological Environment – The Social and Cultural Environment – Corporate Social Responsibility –

### **Suggested Books:**

1. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. Paul Wetherly and Dorrton Otter, "The Business Environment – Themes and Issues", 2010, Oxford University Press.
6. Marianne moody Jennings, "The Legal, Ethical and Global Environment of Business", 2009, South western Cengage learning, New Delhi.
7. Richard Schaffer, Agusti & Earle.
8. K. Aswathappa, "Essentials of Business Environment", 2009, HPH.
9. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
10. S.S Gulshan, Business laws, 2010, Excel Books.
11. Ravindra Kumar, "Legal Aspects of Business", 2<sup>nd</sup> Ed. Cengage Leanings.

## **1.7.1: Information Technology Applications for Business**

### **Unit – I: Information Systems for Business**

Need for Information Systems – Business in the Information age, Information systems Concepts, Computer Based Information Systems – Categories of Information Systems- Operational Support Systems- Management Support Systems- Strategic Information Systems. Functional Information Systems – IS support to Business Functions – Accounting & Finance, Marketing & Sales, Production & Logistics, and Human Resources Management Systems.

### **Unit – II: Information Technology Infrastructure.**

Computer Hardware-I/O Devices, Memory Devices, Processor -Software-Application & Systems Software- Multimedia – Definition, Characteristics, Elements of Multimedia, Multimedia Applications. Data Communication & Computer Network – Definition, Types –Network Topologies- Network Devices, Wireless Networking. The Internet, Intranet.

### **Unit – III: Information Systems Planning and Development.**

Systems Planning - Traditional system development lifecycle (SDLC) - alternate methods for system development-dataflow analysis- system development outside the system- Data Base Concepts- Definition-Advantages, Disadvantages – Normalization – Types of Data Bases – Definition of Distributed Databases.

### **Unit – IV: Information Systems Application.**

Inter organizational- Global information systems, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT) –Extranets, E-Commerce Overview- E-commerce Applications, M-Commerce Services & Applications, E-Governance- Emerging Trends in Computing – Cloud Computing, Grid Computing (Definitions only).

### **Unit – V: Computer Security.**

Need For Security - Security Threat & Attack- Malicious Software, Hacking, Security Services- Security Mechanisms - Cryptography, Digital Signature, Firewall- Types of Firewall-Identification& Authentication–Biometric Techniques–Other Security Measures- Security Policy.

### **Suggested Books:**

1. Turban, Rainer and Potter, "Introduction to Information Technology", John & Wiley Sons.
2. Anita Goel, "Computer Fundamentals", Pearson.
3. Ralph M. Stair & George W. Reynolds, "Principles of Information Systems, Thomson Course Technology".
4. Ramesh Behl, "Information Technology for Management", McGraw-Hill Companies.
5. Ken Laudon, Jane Laudon & Rajnish Dass, "Management Information System", 11th Ed. Pearson.
6. B. Muthukumaran, "Information Technology for Management", 2010, Oxford.
7. Alex Leon & Mathew Leon, "Fundamentals of Information Technologies", 2009, Leon Vikas, 2<sup>nd</sup> Ed.
8. S. Sudalaimuthu & S. Anthony Raj, "Computer Applications of Business", 2010, HPH.
9. Arpita Gopal & Chandrani Singh, "E - World- Emerging Trends in Information Technology", Excel Books.

## 1.7.1.1: Information Technology - LAB

### 1. MS-EXCEL

#### **Unit – I: Introductory concepts of MS-EXCEL spreadsheet:**

Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options.

#### **Unit II: Data And Graphical Options:**

Filling a Series, Sorting data, querying of data. Working with graphs and charts.

#### **Unit III: Advanced Options of MS-EXCEL:**

a) Statistical tools – use statistical functions such as average, Standard Deviation, ANOVA, etc. b) Financial Tools – use of Financial Functions such as NPV, IRR etc. c) Date Functions d) Building Simple Macros.

### 2. MS-ACCESS

#### **Unit IV – Introduction to MS-ACCESS:**

Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and Displaying data. Creating & querying using forms. Creating & printing reports and labels.

**Unit V:** Transfer of data between Excel & Access.

#### **Suggested Books:**

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D, "IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena, "A First Course in Computers – Based on Windows Office XP", Second Edition – Vikas Publishing House.
5. P. Sudharsan & J. Jeyabalan, "Computers Systems & Applications", Jaico Student Edition- Jaico Publishing House.
6. D.P. Apte, "statistical Tools for Managers – using MS Excel", 2009, Excel Books.