

1.1. MANAGEMENT PRINCIPLES AND PRACTICE

Subject Description :

This course presents the Principles of Management, emphasizing managerial functions, explaining internal management of organizations and behavioural concepts as applied to practical management problems.

Goals:

To enable the students to learn the basic functions, principles and concepts of management.

Objectives:

On successful completion of the course the students should have:

Understood management functions and principles.

Learnt the scientific decision making process and problem solving techniques.

Learnt the modern trends in management process.

Unit I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

Unit II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

Unit III

The Nature of Organizing and Entrepreneurship - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

Unit IV

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

Unit V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

References :

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

1.2. ORGANISATIONAL BEHAVIOUR

Subject Description :

Organizational Behaviour brings out the personality and behavioural science, its influence on organizational behaviour by understanding the concepts of organizational change, politics and behaviour.

Goals:

To enable the students to learn the basics of individual behaviour and an organizational behaviour.

Objectives:

On successful completion of the course the students should have:

Understood personality traits and its influence on organization.

How personality traits can be molded to suit the organization.

To learn the modern trends, theories and concepts in organizational behavior

Unit I

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Unit II

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics.

Perception - Process, Selection, Organisation Errors, Managerial implications of perception.

Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

Unit III

Stress - Nature, sources, Effects, influence of personality, managing stress.

Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation.

Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

Unit IV

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

Unit V

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

References :

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellriegel Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Umasekaran, Organisational Behaviour.
6. Hellriegel et.al, Organisational Behaviour, Thomson Learning.
7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
8. Harris & Hartman, Organisational Behaviour, Jaico, 2003.

1.3.MANAGERIAL ECONOMICS

Subject Description :

Managerial economics emphasize on the influence on micro and macro economics on managerial decision making, explaining the supply, demand and cost functions, its relative impact on the economy and the company correlating to profit and investment analysis.

Goals:

To enable the students to learn the application of the economic principles and policies on managerial decision making.

Objectives:

On successful completion of the course the students should have:

Understood the economic principles and policies on managerial decision making.

Learn demand, supply, cost and profit concepts and functions along with its applications.

To learn profit policies, planning and problem solving techniques.

To learn inflation, deflation and balance of payment on national income.

UNIT I : Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II : Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

UNIT III : Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV: Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V : National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

References :

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

1.4.FINANCIAL AND MANAGEMENT ACCOUNTING

Subject Description: Financial and Management Accounting emphasize on accounting concepts and application of Accounting principles and managerial decision making. The content of this paper takes care of Financial accounting, management accounting and cost accounting. **Goals:** To enable the students to learn the basic functions, principles, concepts and application of Accounting in management.

Objectives: On successful completion of the course the students should have: Understood the financial accounting along with the preparation of final accounts. Understood the concepts and application of management accounting along with the preparation. To learn the cost accounting concepts and applications.

UNIT I Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems)

UNIT II Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)- DuPont analysis.

UNIT III Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT IV Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and Fixed Budgets, Master budget and Cash Budget - Problems -Zero Base Budgeting.

UNIT V Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

References:

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

Questions: 80% of the questions shall be problems
20% of the questions shall be theory based.

1.5. QUANTITATIVE METHODS FOR MANAGEMENT

AIM

To enable students to acquire the knowledge of mathematics & statistics and their use in business decision making.

UNIT I

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization

UNIT II

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

UNIT III

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT IV

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

UNIT V

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

References :

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M. Levine, Timothy C. Krehbiel and Mark L. Berenson
“Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

Questions : 80% of the questions shall be problems

20% of the questions shall be theory based.

1.6 CORPORATE COMMUNICATION

Subject Description :

To enable the students to learn the basic communication skills and the usage of communication technology in the modern workplace.

Unit 1:

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

Unit 2:

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

Unit 5:

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

Suggested Readings:

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

1.7. COMPUTER APPLICATIONS IN MANAGEMENT USING SAP - PRACTICAL

Aim: To introduce the concepts of information technology and their application in management decision making.

Components of a Computer - Hardware and Software – Operations Systems – Directories and File properties.

MS OFFICE – Introduction to **WORD, EXCEL** and **POWERPOINT**

WORD – Creating a new document with templates & Wizard – Creating own document – Opening/modifying a saved document – converting files to and from other document formats – Using keyboard short-cuts & mouse – Adding symbols & pictures to documents – header and footers – Finding and replacing text – spell check and Grammar check – Formatting text - paragraph formats - adjusting margins, line space – character space – Changing font type, size – Bullets and numbering – Tables – Adding, editing, deleting tables – Working within tables – Adding, deleting, modifying rows and columns – merging & splitting cells.

EXCEL – Working with worksheets – cells – Entering, editing, moving, copying, cutting, pasting, transforming data – Inserting and deleting of cells, rows & columns – Working with multiple worksheets – switching between worksheets – moving, copying, inserting & deleting worksheets – Using formulas for quick Calculations – Working & entering a Formula – Formatting a worksheet – Creating and editing charts – elements of an Excel Chart – Selecting data to a chart – Types of chart – chart wizard – Formatting chart elements – Editing a chart – Printing charts.

POWERPOINT – Creating new presentations – Auto content wizard – Using template – Blank presentation – Opening existing presentations – Adding, editing, deleting, copying, hiding slides – Presentations – Applying new design – Adding graphics – Using headers and footers – Animations text – Special effects to create transition slides – Controlling the transition speed – Adding sounds to slides – Using action buttons.

TALLY – Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation, Working in Tally: Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

ERP & SAP : Introduction – Need for ERP – Advantages – Major ERP Packages – SAP: Features – ABAP: Logon to SAP Environment – ABAP Dictionary – Functions – Objects – Managing SAP Application

Practicals: Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

References:

OFFICE 2000 Complete – BPB

Windows 98 Complete – BPB

Windows 98 6 in one by Jane Calabria and Dorothy Burke – PHI

Using Microsoft Office 2000 by Ed, Bott – PHI

Enterprise Resource planning (ERP): Text and case studies by Murthy, C S V, HPH

Teach yourself SAP in 24 hours by George Anderson; Danielle Larocca - Pearson Education
