

SEMESTER I
MAJOR SUBJECT

B11 PAPER I MANAGEMENT THEORY AND PRACTICE

I. Objective:

The subject will provide a fundamental exposure to the theories in management and practice by contemporary executives with international perspective.

I. Levels of Understanding:

Application of theories of management to practical management decisions.

II. Syllabus:

1. Management:

Science, Theory, Practice, Evolution of Management Thought and the patterns of Management Analysis. The External Environment, Social Responsibility and Ethics.

2. Planning:

Nature and purpose of Planning, Objectives, strategies, Policies, Planning, Premises, Decision making.

3. Organizing:

Nature of Organising and Enterpreniuring, Organizational structure, Line/Staff Authority, Decentralization, Effective organizing and organizational Culture.

4. Staffing:

Human Resources Management and selection, performance Appraisal, Career, Strategy, Managing change through Manager and Organisation Development.

5. Leading:

Human Factors and Motivation, Leadership, Committees and Group Decision making, Communication.

6. Controlling:

The System and process of Controlling, Control Techniques and information technology, productivity and operations Management, overall control and toward the future through Preventive control.

7. Global aspects in planning, Organizing, Staffing, Leading, Controlling, Cases studies of Indian Companies in various aspects of managements.

Recommended Text Books:

1. Management perspective - A Global Heinz Wehrich Harold Koontz
- McGrawHill
2. Management - Boone and Koontz
- McGrawHill
3. Essentials of Management. - Harold Koontz, Cyrilo' Donnell & Heinz weighrich
- McGrawHill

Suggested Reference Books:

1. Great Writings in Management
And organizational Behaviour - Boone - McGrawHill
2. Management - Boone, ThillWood - McGrawHill
3. International Management - Hodgetts, Luthans - Allied
4. Management: Tasks,
Responsibilities and Practice - Peter F. Drucker - Allied
5. Managing in times of
Great change - Peter F. Drucker

Dailies and Magazines:

Business India, Business World, Business Today, Journal for Decision makers, Fortune, The Economist, Harward Business Review, Business Line, The Economic Times.

SEMESTER - 1
MAJOR SUBJECT
PAPER 2 MANAGERIAL ECONOMICS

Objective:

A knowledge of economics as applied to management decision making is fundamental to any M.B.A course. This course is aimed at providing applied skills to managerial problems using economic theory.

Level of Understanding:

The Standard should acquire applied and analytical skills using economic theory to solve management problems. The stress will be on using quantitative tools to a moderate extent.

Syllabus :

1. Introduction to Managerial Economics:

Definition, Scope of Managerial Economics, Interdisciplinary approach to Managerial Economics. Circular flow of economic activity, Nature of the firm, Profits in market system, Economics and decision making, Economic Models.

2. Demand Theory and Analysis: *IMF*

Individual and market demand, Total and Marginal Revenue, Price Income, Cross Elasticities, Imperfect information and Advertising, Utility, indifference curves and maps, the consumers Budget constraints, Utility maximation.

Empirical Demand functions: Regression techniques, Demand estimation.

Business and Economic Forecasting: Sources of data, Time series Analysis, Barometric forecasting, Input/output Analysis, Economic Models and forecasting under risk.

3. Production and Costs:

Basic concepts in production Theory: The Production function, Production with one variable input, two variable inputs, Economics of Scale and Scope.

Meaning of

Estimating the production function: production in the short run, short run cost relationship.

Production Isoquants Isocost curves, optimal contribution of inputs, Returns to Scale, Relationship between short run and long run costs.

Empirical Analysis of Production and Costs:

Specification of short run linear, cubic production functions, Estimation and Problems.

4. Market Structure:

A. Perfect Competition:

Characteristics, of the market, Basic Principles of Profit maximization in the short run and long run, Demand, Profit-maximizing Input usage, maximizing expected profit under risk. Equilibrium Price, losses and the shut down decisions, Evaluation of Perfect Competition.

B. Monopoly:

Characteristics, Profit maximizing prices and output in the short run and long run, Allocative inefficiency and Income distribution, technical efficiency and rent seeking Measurement and determinants of market power.

C. Monopolistic Competition. Oligopoly, Barriers to Entry:

Monopolistic:

Characteristics, Profit maximizing prices and output in the short run and Long run, Evaluation of monopolistic competition.

Oligopoly:

Characteristics, price rigidity, (The Kinked Demand Model), Interdependence (The Cournot Model), Cartel and Collusive leadership, Non cooperative oligopoly, strategic interaction in oligopoly markets.

Strategic Entry Deterrence:

Sources and Spectrum of market Structures.

D. Game Theory and Strategic Behaviour:

Introduction to Game Theory, Game Theory and Oligopoly, Strategic Behaviour.

5. Pricing Decisions:

Pricing of Multiple products, price discrimination, Product Bundling, Peak load pricing, Cost plus pricing and other pricing theories. Pricing in Global integration.

Pricing and Employment of Inputs:

Input pricing and Employment, correspondence between output and Input decision, Economic Rent, Wage and Income differentials, labour Unions.

VI Technological Changes and Location decisions in Global Economy

VII Capital Budgeting Decisions: Various Tools.

VIII Macroeconomic Analysis for Business Decision Making.

A. Efficiency, Equity, Environment and Government:

Approach and Economic Efficiency, Government, Public choice, Monetary, Fiscal policy, earning Market power, Natural resources & Environmental Economics, Income distribution and struggle against poverty.

B. Fundamental Concepts of Macro economics:

Overview, National Income and product Account, Consumption and Investment, Aggregate demand and multiplier Model, Government, International Trade and output.

C. Aggregate Supply, Economic Growth and Macroeconomic

D. Economic Growth and aggregate supply, Business cycles and unemployment. Ensuring Price strategy, (The Warring school of Macro economics. Economic consequences of debt, polices for growth and stability.)

D. International Trade and the world Economy:

International Trade and exchange rates, comparative advantage and practioner strategy for economic development, managing the central Economy.)

Suggested Text Books:

1. Managerial Economics(3c) - H.Craig Peterson -Prentice Hall of India
W.CrisLewis
2. Managerial Economics(se) - Maurice/Shornad - Irwin
3. Economics (15e) - PualA.Sämuelson - McGraw Hill
William D.Nördhaus
4. Managerial Economics - Maurice Thomas

Recommended Readings:

1. Managerial Economics - Joeldean - prentice Hall
of India
2. Managerial Economics - M.S:Subramaniaj
3. Managerial Economics - Koutsoyianns - ELBS
4. Managerial Economics - Mote, Poul, Gupta - Tata
McGrawHill
5. Macro Economics - Ackley - Collier, Macmillan

Dailies, Magazines, Journals:

The Economic Times, Business Line, The Hindu, Business India, Business Today
Economic and Political Weekly, The Economist, Business week.

SEMESTER-1
MAJOR SUBJECT
PAPER 3 QUANTITATIVE METHODS

Objective:

This subject aims at providing a quantitative basis in solving business problems. Problems emphasizing personnel, marketing, finance, operations will be the focal points in this subject. It has also to provide an in-depth understanding in the statistical application to various business research problems thus laying a foundation for seminar course on Research methodology in the Second Semester.

Level of Understanding:

An in-depth knowledge in statistical tools and its application to business decision making and a basic understanding in the mathematical applications.

Syllabus:

1. Introduction:

Mathematics: Sets, Relations, Functional representation, A.P., G.P., and their applications to financial mathematics. Derivatives, higher order derivatives, applications of financial mathematics, Derivatives, higher order derivatives, application of derivatives. Maxima and Minima and its application to business problems. Function of one variable, two variables. Matrices and applications.

Definition, strategy, Assumption and concepts of statistical subject.

2. Techniques of Data Arrangements:

Frequency distribution, graphing frequency distribution, Different types of tabulations, Polygons, Ogives, Lorenz curve, Histogram, Bar charts, Pie Diagrams, Pictograms etc,

3. Measures of Central Tendency;

Arithmetic Mean, Geometric Mean, Weighted Mean, Median, Mode Different Formulas, Comparison.

4. Measures of Central Dispersion:

Range, Mean deviation, Standard Deviation, Co-efficient of variation, Exploratory Data Analysis, Standard Error Concept.

5. Probability Application in Management:

A: Basic concepts, Three types of Probability, Probabilities under concepts of statistical Independence and Dependence, Revision of prior estimates of probability Bayes Theorem.
B: Distribution: Random variables, Expected value in decision making, Binomial, poisson, Normal distributions, choice of correct probability distribution.

6. Sampling, sampling, Distribution and Estimation:

Introduction, Various sampling Distribution, considerations in sample size and standard Error.

Design of Experiments:

Point Estimates, Interval estimates, confidence Intervals, Calculation of Interval Estimates of the Mean of Large samples, Proportions form large samples, T-distribution, Determination of sample size in estimation.

7. Testing Hypothesis:

Basic concepts, Testing of means, Samples with population, standard deviation, Measuring the power of Hypothesis Test, Hypothesis Testing Proportions – large Sample, Hypothesis testing under different conditions, differences between means and proportions, probability values in Hypothesis testing.

8. Chi-Square and analysis of Variance:

Introduction Chi-Square as a test of Goodness of fit, Testing the Appropriateness of a distribution, Analysis of variances, Inferences about a population Variance and two population Variances.

9. Simple Regression and Correlation:

Estimating using Regression line, Correlation analysis, Limitations, Making inference about population parameters, Errors and Caveats.

10. Multiple Regression and Modeling Techniques:

Multiple Regression, Multiple Correlation analysis, Finding the Multiple Regression Equation, making inferences about population parameters, Modeling Techniques:

11. Non Parametric Methods:

Introduction, sign test for paired data, Rank, sum test, Mann Whitney, U Test, One-Sample, Ruins Test, Rank Correlation, Kolmogorov-Smirnor Test.

12. Time Series Analysis:

Introduction, Variations, Time series, Trend Analysis, Cyclical Variation, Seasonal, Irregular Variations, Time Series, Analysis, in forecasting.

13. Index Numbers:

The Decision Environment, Expected profit under uncertainty, Assigning probability values using continuous distributions in decision theory, Marginal Analysis, utility as a decision criterion, supplying right probabilities, Decision tree analysis.

Suggested Text Books:

Title	Authors	Publisher
1. Statistics for Management	- Richard I. Levin Rubin	- Prentice Hall of India.
2. Statistics	- Spiegel	- Schaum's out-line series
3. Statistics and Probability	- Murray R. Spiegel	- Schaum's out-line Series

References:

1. Probability	- Seymour Lipschultz	- Schaum's out-line Series
2. Study Materials of CIMA on Quantitative Methods	-----	CIMA London Publication
3. Business mathematics	Sancheti and Kapoor	

Collateral Readings:

4. Journal for Quantitative Analysis and portfolio management
5. The Management Accountant ICWAI

MB A - 2020

SEMESTER-I
MAJOR SUBJECT
B/A PAPER 4 ORGANISATIONAL BEHAVIOUR

Objective :

- To understand how people, groups work in an organization.
- To understand the behavioral process of individuals, groups and organization.
- To understand the issues related to people in the organization and
- To manage such issues in the best interest of individuals and organization.

UNIT - I INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

Definition, meaning, key elements, nature and scope and need for studying organizational behavior. Contributing discipline to organization behavior; organization process, models of organizational behavior, and challenges faced by organizational behavior management - organizational behavior models. Historical perspectives of organizational behavior. Understanding organizational behavior; management roles - managerial skills; conceptual skills and technical skills.

- ② Theoretical frame work of organizational behavior; cognitive framework, behavioral framework and social learning framework.
- ① Challenges faced by organizational behavior approach; globalization, information technology, and total quality management - developing employees, teams and the organization - improving ethical behavior - managing diversity.

organisational management behaviour

UNIT - II INDIVIDUAL PERSPECTIVES OF ORGANIZATIONAL BEHAVIOR

Individual differences and uniqueness of man - heredity and environment - psychological aspects of human behavior; conscious behavior, subconscious behavior and unconscious behavior. - components of conscious behavior - cognitive domain, affective domain and curative or psychomotor domain.

Cognitive process of human behavior: sensation, perception, thinking, remembering and forgetting, aptitude and intelligence. Affective processes of human behavior; emotions – emotional stability .

Attitude , values and ethics – emotional intelligence – personality. Curative aspects of human behavior – dexterity and skill development.

Perception: perceptual process – perceiver and personal factors – target situation and external factors – honing perceptual skills of managers – social information processing model of perception : (stage – I – selective attention/ comprehension, stage – II – encoding and simplification, stage – III – storage and retention , stage – IV – retrieval and response) managerial implications – social perceptual errors: selective perception , stereotyping , halo effect, contrast effect, projection- grouping – figure and ground- attribution errors – law of proximity, law of similarity and law of closure- impression management .

Attitude – sources of attitude and types of attitude – functions of attitude – work related attitudes: job satisfaction, job identification, organizational commitment.

Values – sources of values, types of values: human values and work values.

Personality : definition and meaning of personality – determinants: heredity and environment – other personality attributes that influence organizational behavior – locus of control , Machiavellianism , self – esteem, self – efficacy personality types and traits – personality theories : levinson's theory of adult life stages, hall's career stage model, argyris's immaturity to maturity theory – halland's personality and job fit – assessment of personality – 'Big Five ' personality traits, myer – briggs type indicator (MBTI).

Learning : definition of learning – theories of learning – behaviouristic theories , cognitive theories , social learning theories – transfer of learning – OB Mod process and application.

Motivation : definition – classification of motives : primary and secondary motives – theories of motivation: maslow's hierarchy of needs theory , herzbergs two factor theory of motivation – work motivation .

UNIT - III SOCIAL PROCESSES IN THE ORGANIZATION

(Effective groups and team work ; group behavior, formal and informal groups),
(group development process, group membership roles and group norms.)

(Teams - trust and team work - types of teams - problem solving team , self managed teams , work teams, cross functional teams and virtual teams - developing team work competencies) - team building - threat to team effectiveness - group think and social loafing.

(Leadership : theories of leadership, types of leadership, leadership styles and skills.)

(Power and politics: definition of power , bases of power, dependency , distinctions among power) - authority and influence - political implication of power - political perspective of power in organization.

Stress and conflicts: stress and burnout causes of stress and stress management

Conflict: Intra-personal conflict, inter-personal conflict, role conflict, goal conflict, conflict continuum.

UNIT - IV DYNAMICS OF ORGANIZATION BEHAVIOR

Organizational communication : definition of communication, basic dimensions of communication process : sender - message and receiver - encoding - medium and decoding and feedback - barriers to effective communication ; personal barriers, physical barriers and semantic barriers - inter - personal communication - 5 styles to improve communication effectiveness :- assertiveness, aggressiveness, non-assertiveness , non-verbal communication and active listening - sources of non-verbal communication : body movements and gestures, touch, facial expression, eye contact.

active listening: -listening styles ; appreciative listening, empathetic listening, comprehensive listening, discerning listening and evaluative listening . Effective listener - women and men communicate differently - communication in the computerized information age : internet, intranet and extranet- electronic mail and instant messaging - video conferencing / telepresence - group support system : teleworking - communication across culture.

Decision making : Decision making process – behavioral decision making – models and styles of decision making – participative decision making techniques, creativity and group decision making.

UNIT – V ORGANIZATIONAL CHANGE AND ORGANIZATIONAL DEVELOPMENT

Organizational Change: forces of change – external and internal forces of change – Lewin's change model: unfreezing , changing and refreezing – managing planned change ; first order change and second order change – change process – resistance to change : individual source of resistance to change , organizational resistance to change- overcoming resistance to change.

International organization behavior : conditions affecting multinational operations – cultural influences – differences in cultures – managing global workforce – cultural adaptation – managerial leadership across cultures.

Organizational Development : definition and concept of OD – OD process – OD interventions – survey feedback , process consultation interventions, team interventions , force- field analysis, inter – group team building interventions – learning organization.

MBA - Semester I
B15

SEMESTER - I
MAJOR SUBJECT
PAPER 5 MANAGEMENT ACCOUNTING

Objective:

The subject is to introduce the fundamentals of cost Accounting and how these could be used for management decision making.

Level of Understanding

Adequate Knowledge in the concepts and the ability to apply them in practical Problem solving.

Syllabus:

1. Introduction:

Definitions of financial cost and Management Accounting – Differences between them. Functions and qualities of a Management Accounting – Organizational status of management accountant in the company – Behavioural Implication – Relationship with other departments.

2. Financial Statements:

Preparation of Journals, Subsidiary books Ledger, Trial Balance, Trading Account, Profit and Loss Account and Balance Sheet,

Accounting Principles and Concepts-basic concepts, business entity concepts, money measurement concepts, going concern concept, duality concept, accounting period concept, realization concept and matching concept.

Depreciation and stock valuation.

3. Fundamental of cost Accounting:

Cost, Expenses, Costing – Definition of cost accounting-Different types of costs – use of these cost concepts in decision making problems.

Tamil nadu finance ministry -> P. paneerselvan
finance ministry -> Anu zetty

4. Cost Volume Profit Analysis:

Definitions, uses, Limitations, Application in real life situation, Break Even Point - Variation in BEP in manufacturing and services Industries, Accountants and Economist Break Even Charts.

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5. Marginal Costing:

Relevant costs and future costs, opportunity costs, uses of Marginal Costing as follows:

Decision Making situation

1. Make/Buy/Subcontract
 2. Sell/Process further
 3. Pricing of Product/Service
 4. Adding/Dropping of Product, Product lines, Closing down of divisions, changing product mix.
 5. Determination of economic price of raw materials.
 6. Capital Investment Decisions and Problems in above.
- Concepts of limiting factors, Problems thereof, Marginal Costing vs Absorption Costing Effect on profits.
Application in Incremental costing.

6. Budgeting Profit planning and Control:

Basic Principles in Budgeting routines and Organization.

Preparation of functional Budgets including Budget and Flexible Budgets.

Responsibility Accounting, MBO and Budgeting, Analysis of Variations, Measures of Divisional Performance - Practical illustrations.

Zero based Budgeting - basic principles Mechanics of ZBB, Uses, Advantages.

Performance and Program Budgeting, Activity based costing, strategic management accounting.

7. Standard Costing and Variance Analysis:

Fixation of Standard costs for Materials, Labour and Overheads, Sales Variables causes, Establishment of Standard Costing.

Comparison between Budgeting and standard Costing.

8. Management Reporting System:

Qualities of a good management Report, Records and Forms, Method of presentation of Recommendations, Diction and some standard format of Reports working sheets.

7. Suggested Text Books:

Title	Author(s)	Publisher
1. Cost Accounting Practice and Theory	S.P.Jain and K.L.Narang	Kalyani Publisher
2. Cost Accounting - Problems and solutions	Jain and Narang	Kalyani Publisher
3. Costing Adviser	P.V.Rathnam	Kalyani Publisher
4. Cost Accounting	S,N.Maheswari	

B. Reference Books:

Title	Author(s)	Publisher
8. Advanced cost and Management Accounting Text in Problems And Solutions.	Saxena & Vashista.	Sultan and Sons.
9. Accounting for Management	Richard M. Lynch Robert W. Williamson	Tata McGraw Hill
10. Fundamental of Management Accounting sons & Co (P) Ltd.	Robert W. Anthony Glenn A. Welsh	D.B. Taraporevala
11. Studies Cost Accounting Company Book	P. Das Gupta	Premier
12. Management and cost Accounting	Colin Drury	

C. Magazines, Journals:

1. The Management Accountant	ICWAI (Publisher)	The Institute of Cost and Work Accountants of India, Calcutta.
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SEMESTER-1
INTERNAL SUBJECT
PAPER 6 SEMINAR ON MANGERIAL SKILLS-I

I. Objective:

Any MBA should have an intensive course in identifying the strengths and Weakness of individuals, group dynamics of the particular batch and provide the forum to build upon the strengths and reduce the weaknesses.

II. Level of Participation:

People learn more by doing and discussing rather than listening and seeing. Students will participate in a number of management games, work outs and discussions in this course to develop their skills.

III. Syllabus:

Introduction to managerial skills:

Ideal skills of a manager – Balanced proportions of Technical, Human, conceptual, and design skills appropriate to the context, place and person.

Intrapersonal Skills:

Verbal and non-verbal skills, listening importance and barriers of listening, Various approaches to listening vertical and lateral thinking, creativity.

A. Communication Skills:

1. Oral Communication:

Presentation Skills – Developing ideas and notes for presentation, usage of visual aids in presentations, tackling questions from peers and audience, Objectives and organizing meetings, convincing presentations during meetings, managing meetings.

2. Written Communication:

Business letter writing for various situations, report writing for various purposes

B. Negotiating Skills:

Fundamental principles of Negotiations, Developing Negotiations package, Inter-Intra group Negotiations, Non-verbal cues in Negotiation, Styles of Negotiations, International Negotiations and ethics.

Text Book/References:

No.	Title	Author(s)	Publishers
1.	Communicating at work	Adler	McGrawHill
2.	Successful Negotiators- Strategies & tactics for Mutual Gain	S.L.Rao	Wheeler Publication
3.	The Essence of Negotiation	Team M.Hiltrop SheikaUdall	Prentice Hall of India