

# ***PRINCIPLES OF MANAGEMENT***

## ***I-MBA / I-Semester***



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# **PRINCIPLES OF MANAGEMENT**

## **I SEMESTER**

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### **UNIT-I: INTRODUCTION**

Management - Meaning - Characteristics - Administration Vs Management - Scope of Management - Importance of Management - Functions of Management - Levels of Management - Skills of Management — Leader Vs. Manager - Scientific Management - Meaning - Definition - Objectives - Criticism – Fayol’s 14 Principles of Management .

### **UNIT-II: PLANNING**

Meaning - Definition - Characteristics - Types of Plans - Advantages and Disadvantages – Approaches to Planning - Management by Objectives (MBO) - Steps in MBO - Benefits -Weaknesses

### **UNIT-III: ORGANIZING**

Organizing-Meaning, Definition –Organization Meaning, Definition - Process of Organizing - Principles of Organization - Types of Organization - Formal and Informal Organizations - Line, Staff Organizations - Line and Staff Conflicts - Functional Organization - - Span of Management - Meaning - Determining Span - Factors influencing the Span of Supervision

### **UNIT-IV :DELEGATION AND DECENTRALIZATION**

Authority – Meaning - Delegation - Definition - Characteristics: - Elements - Principles, Types of Delegation - Importance of Delegation : - Factors Influencing Degree of Delegation - Barriers - Guidelines for Making Delegation Effective - Centralization - Meaning – Decentralization- Meaning - Difference between Delegation and Decentralization.

### **UNIT-V: COORDINATION AND CONTROL**

Meaning - Definition - Principles of Coordination – Importance- Process of Coordination-techniques of Effective Coordination - Control - Meaning - Definition – relationship between planning and control- Steps in Control – Types (post, current and pre-control) - Requirements for effective control.



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# *Organisational Behaviour*

*I-MBA / I-Semester*



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### **Program Educational Objectives**

This enables the students in understanding of

1. Various management concepts and theories of organization behavior.
2. Human behavior in business organizations and its influence on organizational change, development and effectiveness.
3. Individual behavior, communication, conflict and various management styles, motivational theories and coordination in the work environment structure, culture and change human resources.
4. Behaviour in organizations including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making and motivational theories.
5. Group behaviour in organizations, including communication, leadership, power and politics, conflict and negotiations.

### **Expected Course Outcomes**

After successful completion of this paper, the students are able to:

1. Describe how people behave under different conditions and understand why people behave as they do.
2. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Explain how organizational changes and culture affect working relationships within organizations.
5. Build the team spirit for institutional advancement and professional growth.

#### **Unit-I: Organizational Behaviour**

Nature and Scope – Significance - Limitations of Organizational Behaviour - OB as an Interdisciplinary Approach - Models of OB - Emerging Challenges of OB in the 21<sup>st</sup> Century.

#### **Unit-II: Individual Dynamics**

Personality - Perception - Motivation – Concept - Theories - Maslow’s Need Hierarchy- Two factor theory – ERG Theory.

### **Unit-III: Group Dynamics**

Concept - Types of Groups - Group Formation - Group Cohesiveness; Leadership – Concept - Leadership Theories – Trait Theory – Behavioural Theory –Fiedler Contingency Theory - Managerial Grid Theory; Conflict Management - Conflict Management Techniques

### **Unit-IV: Organisational Dynamics**

Organizational Culture – Organizational Change - Concept – Resistance to Implementation of Change – Organizational Effectiveness –Organizational Development: Concept - Organizational Development Interventions.

#### **Suggested Books**

1. Prasad, L.M., Organizational Behaviour, S.Chand Publications.
2. Aswathappa .K, Organizational Behaviour, HPH, New Delhi.
3. Fred Luthans, Organizational Behaviour, Tata McGraw Hill.
4. Stephen P.Robbins, Organizational Behaviour, Pearson Education.
5. Arun Kumar N Meenakashi., Organizational Behaviour, VPH.
6. Dale, Organizational Behaviour, Sage Publications.
7. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson, Management of Organizational Behaviour, Utilizing Human Resources, PHI.

## *Organisational Behaviour*

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# ***BUSINESS COMMUNICATION***

**I-MBA / I-Semester**



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## *Business Communication*

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### **UNIT – 1: Communication**

**1 -40**

- 1.0 Aims and Objectives
  - 1.1 Defining Communication
  - 1.2 Nature of Communication
  - 1.3 Essential Features or Characteristics of Communication
  - 1.4 Objectives or Aims of Communication
  - 1.5 Classification of Communication
  - 1.6 Importance of Communication
  - 1.7 The Communication Cycle
  - 1.8 Communication process
    - 1.8.1 Elements of Communication
  - 1.9 Process of Communication
  - 1.10 Theories & Models of Communication
    - 1.10.1 One way Communication Process: Linear Model
    - 1.10.2 Two Way Process
    - 1.10.3 Shannon Weaver Model of Communication
    - 1.10.4 Murphy's Model of Communication
    - 1.10.5 Berlo's Model of Communication
    - 1.10.6 Thill and Bovee's Model of Communication
  - 1.11 Indian communication theory
  - 1.12 Effective (successful) Communication
  - 1.13 Barriers to Communication
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    - 1.13.2 Steps to Make Communication Effective
  - 1.14 Let us Sum up
  - 1.15 Keywords
  - 1.16 Questions for Discussion
  - 1.17 Suggested Readings

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**41-86**

- 2.0 Aims and Objectives
  - 2.1 Information to be communicated in an Organisation
  - 2.2 Importance of Communication in Management
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  - 2.3 Main forms of Organizational Communication
  - 2.4 Principles for Effective Communication
  - 2.5 Formal & Informal Communication
  - 2.6 Vertical & Lateral Channels
    - 2.6.1 Downward Communication
    - 2.6.2 Upward Communication
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## *Business Communication*

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**Communication** – Meaning – Communication cycle – Process – Theories and Models of communication – characteristics of successful communication – Barriers to communication.

### **UNIT – II**

**Organisational Communication** – Principles for effective organisational communication – formal Vs informal communication – vertical and lateral channels – Interpersonal and intrapersonal communication – Communication technology.

### **UNIT –III**

**Oral Communication** – Non verbal communication – Listening – Telephone calls – Feedback – Presentation skills – conducting meeting and conferences.

### **UNIT –IV**

**Written Communication** – Reports – Effective report writing – Memos – Circulars – Minutes – e-mails – Employment Correspondence – proposals.

### **UNIT – V**

**Leadership Communication** – Transactional Analysis – Group communication – Johari window – Communication audit – Communication styles.

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# *Managerial Economics*

**I-MBA / I-Semester**



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# *Managerial Economics*

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## **Course Objective**

The object of the course is to enable the students to list the different goals and constraints that firms face applies the economic way of thinking to individual decisions and business decisions Use calculus (first and second order derivatives) to solve for an optimum solution.

### **Unit-1: Introduction to Managerial Economics**

Nature, Scope and definition of Managerial Economics, Application of managerial economics Micro Vs Macro Economics, Basic principles of Managerial Economics, Opportunity Cost. Principle, Incremental Principle, Principle of time perspective, discounting principle

### **Unit-2: Consumer Behaviour, Demand and Supply Analysis**

Law of demand, Theory of demand, Shift in demand curves, Concept of measurement of elasticity of demand, Factors affecting elasticity of demand, Income elasticity of demand, Cross elasticity of demand

### **Unit-3: Consumer Behavior Utility Approach**

Cardinal utility approach, Diminishing marginal utility, Law of equi marginal utility, Ordinal utility approach, indifference curve, Marginal rate of substitution, Budget line and consumer equilibrium Law of supply, shift in supply

### **Unit-4: Theory of Production, Cost and Firm's Behaviour**

Meaning, concept of production, Factors of production and production function, Fixed and variables factors, Law of variable proportion and law of returns to scale, Concept of cost, cost function, short run cost, long run cost, Economies and diseconomies of scale.

Explicit cost and implicit cost, private and social cost, perfect competition, Monopoly, Monopolistic competition, Oligopoly, pricing in various market structures

### **Unit-V: Macro Economics Analysis**

Circular flow of income, national income concepts, Theory of income and employment: Classical, Modern (Keynesian) approach, Circular flow of income, national income concepts

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***Managerial Economics***

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***Research Methodology and Business Analytics***  
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# *Research Methodology and Business Analytics*

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Case Study

# *Research Methodology and Business Analytics*

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## **UNIT - 1**

### **Introduction**

Meaning—Objectives—Types of Research— Research Approaches—Research methods Vs Research Methodology— Steps in Research.

## **UNIT - 2**

### **Defining the Research Problem**

Meaning—Selecting the Problem—Techniques involved in defining the problem.

## **UNIT - 3**

### **Research Design**

Meaning —Need —Features —Important concepts relating to Research Design—Types of Research Design—Basic Principles of Experimental Designs.

## **UNIT - 4**

### **Sampling**

Meaning—Need—Census & Sample Survey Sampling Designs-Probability Sampling (Simple Random—Systematic— Stratified—Cluster—Area Multistage—Sequential Sampling Methods).

### **Data Collection and Processing**

Collection of Primary data—Collection of data through Questionnaire & Schedules— Secondary data—Qualitative techniques of data collection-Interview, Observation— Tabulation of Data.

## **UNIT - 5**

### **Analysis and Interpretation of Data and Research Reporting**

Meaning of Interpretation—Technique of Interpretation— Significance of Report Writing-Steps—Layout of the Research Report—Types of Reports—Precautions while writing Research Reports.

### **References:**

1. **Prof. Cuddapah Ramanaiah:** Research Methodology (StudentsHelpline Books)

# *Accounting for Managers*

**I-MBA / I-Semester**



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# Accounting for Managers

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## Type of Course

Financial Accounting Objectives: The subject of Financial Accounting includes basic concepts underlying the accounting practice and its techniques with special reference to Sole-Proprietorship, Trading and Non-Trading Concerns. The syllabus also includes computerized accounting using the software TALLY.

### Unit-I: Introduction to Accounting

Need for Accounting- Definition - Objectives, Advantages - Book keeping and Accounting -Accounting concepts and conventions - Accounting Cycle - Classification of Accounts and its rules - Double Entry Book-keeping - Journalization - Posting to Ledgers, Balancing of ledger Accounts (problems). Difference between manual accounts and computerised accounts.

### Unit-II: Subsidiary Books

Types of Subsidiary Books - Cash Book, Three - column Cash Book - Petty cash Book(Problems).

### Unit-III: Bank Reconciliation Statement

Need for bank reconciliation - Reasons for difference between Cash Book and Pass Book Balances- Preparation of Bank Reconciliation Statement - Problems on both favorable and unfavourable balances.

### Unit-IV: Trail Balance and Final Accounts

Preparation of Trail balance - Preparation of Final Accounts Trading account - Profit and Loss Account - Balance Sheet - Final Accounts with adjustments (Problems)

### Unit-V: Issue of Shares and Debentures

Shares - meaning - types of share capital - Issue of shares - forfeiture of shares - reissue of forfeiture shares. Debentures-meaning-types-various methods of issue of debentures.

## References

1. Accounting for Managers - J. Made Gowda - Himalaya Publishing House.
2. Introduction to Accountancy - T. S. Grewall & S.C. Gupta S. Chand 8th Edition.
3. Modern Accountancy - Hanif Mukerji - TMH.
4. Financial Accounting by Dr. Kaustubh Sontake - 1st Edition - Himalaya Publishing House

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# *Marketing Management*

**I-MBA / II-Semester**



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# *Marketing Management*

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## **Unit-I**

Concept of Marketing - Market, Marketing, Marketer- Selling Concept, Market Concept, Social Marketing Concept- identifying Market Segments- Basis for Market Segmentation for Consumer and industrial market and requirement of effective segments.

## **Unit-II**

Product and Product lines - Product hierarchy, Product classification, Product mix decisions- Product line decisions = Product attribute decisions, decision- Product life cycle, Marketing strategies for different stages of the product life cycle.

## **Unit-III**

Pricing: Setting the price, pricing process, pricing methods. Adapting price: Geographical pricing, price discounts and allowances, promotional pricing, discriminatory pricing, product mix pricing.

## **Unit-IV**

Marketing Channels: The importance of marketing channels- Channel design decisions- Channel management decisions- Channel Conflict: Types, causes and managing the Conflict.

## **Unit-V**

Promotion mix Advertisement: Meaning, Objectives - Types of Media- Sales Promotion- Objective and Tools- Public relation- Meaning and Tools - Personal Selling- Process.

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# *Marketing Management*

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*Principles of  
Human Resource Management*  
**I-MBA / II-Semester**



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# *Principles of Human Resource Management*

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## **Unit-I**

**Introduction:** History & Evolution of HRM, Concept, Scope, Characteristics, Objectives & importance of HRM, Personnel Management vs HRM.

Case study: Conceptualize and get sacked.

## **Unit-II**

**Acquisition of Human Resources:** Concept of Human resource Planning, Objectives, Need and importance, Process of Human Resource Planning, Problems in Human Resource Planning, Requisites for successful Human Resource Planning.

**Job Analysis:** Introduction, Uses of Job Analysis, Process of Job Analysis, Job Description and Job specification.

**Recruitment:** Introduction to recruitment, Factors governing Recruitment, Process & sources of recruitment.

**Selection:** Meaning of Selection, Steps in selection process, Selection Tests & interviews

**Placement, Induction & Job Changes:** Concept of Placement, Concept of Induction, Concept of Transfer, types of transfer, Concept of Promotion, Promotion policy Case study: A tale of Twists and Turns

## **Unit-III**

Training Concept and importance of training, types of training, methods of training, designing of a training program, evaluation of training effectiveness

**Executive development:** Concept, process and techniques

**Career Planning and development:** Concept, Objectives and Process

Case study: Vishal Fast foods private Ltd.

## **Unit-IV**

**Job evaluation:** Concept & Essentials of Job Evaluation, Methods of Job evaluation.

**Performance Appraisal:** concept, Importance, Process of Performance Appraisal, Methods of Performance Appraisal, Job evaluation Vs Performance Appraisal.-8

**Compensation:** Introduction to compensation Management, Objectives & Components of Compensation-10

Case study: Should Job evaluation plan be specific or General.

## **Unit-V**

**International Dimensions of Human Resource Management:** Introduction to International Human Resource Management, understanding role of cultural in International Management Practice: HRM practices as a cultural variable, International HRM on Productivity, Quality of Work Life and Bottom Line.

*Content*  
***Principles of Human Resource Management***

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# *Financial Management*

**I-MBA / II-Semester**



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# *Financial Management*

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## **Unit-I**

Foundation of Finance: Finance Functions - Role of Financial Manager - Financial Goals - Agency Problem - Concepts of value and return.

## **Unit-II**

Financial Analysis: Importance - Ratio analysis - Break even analysis - Funds flow analysis - Financial Planning - Financial Forecasting

## **Unit-III**

Working Capital Management: Principle of Working Capital - Receivables Management - Inventory Management - Cash Management - Trade Credit Management.

## **Unit-IV**

Capital Structure Decisions: Financial and operating Leverage - Capital Structure theories - Capital Structure Planning - Dividend Theories - Dividend Policy.

## **Unit-V**

Capital Budget Decisions: Cost of capital - capital budgeting methods - risk analysis in capital budgeting - concept of real options.



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# *Production Management*

**I-MBA / II-Semester**

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# *Production Management*

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## **Unit-I**

Production Management: Nature of Production - Scope of Production Management - Production System - Work Study - Method Study - Steps in Method Study - Time Study - Different time study techniques.

## **Unit-II**

Plant Location: Different location - Merits - Demerits - Plant Layout - Types of Layouts - Plant Maintenance - Preventive and Break down maintenance.

## **Unit-III**

Production planning and control: Scheduling - Job shop - Flow Shop - Line balancing.

## **Unit-IV**

Materials Management: Classification - Codification - Inventory models (Determinative Models Only)

## **Unit-V**

Quality Control: Control Charts - Acceptance Sampling - OC Curve.

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***Production Management***

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# ***OPERATION RESEARCH***

**I-MBA / II-Semester**



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# *Operation Research*

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## UNIT- 1

**Linear Programming problem** Mathematical formulation, assumptions in linear programming, graphical method of solution, simplex method, Big-M method and Two phase method, Dual simplex method.

## Unit-2

**Integer Programming** Introduction, Gomory's cutting plane method, Fractional cut method-Mixed integer and branch and bound techniques.

**Transportation Problem**-General transportation problem, Finding an initial basic feasible solution, Loops in transportation tables, Degeneracy, Optimality method-MODI method.

**Assignment Problem**- Hungarian Method, Traveling salesman problem.

## Unit-3

**Game theory** Introduction, two-person zero-sum games, some basic terms, the maxmini-minimax principle, games without saddle points-Mixed Strategies, graphic solution of  $2 \times n$  and  $m \times 2$  games, dominance property.

**Simulation** Introduction, Definition of Monte-Carlo Simulation.

## Unit-4

**Dynamic Programming** Introduction, The Recursive equation approach, Algorithm, Solution of a L.P.P by Dynamic Programming.

**Sequencing Models**-Processing  $n$  jobs through 2 machines,  $n$  jobs through 3 machines, two jobs through  $m$  machines.

**Networking Analysis** CPM & PERT – Network minimization, shortest route problem, maximal-flow problem, Project scheduling, critical path calculations, PERT calculation.

## Unit-5

**Queuing Theory** Introduction, Queuing system, Elements of Queuing system, Characteristics of Queuing system, Classification of Queuing Models, Poisson Queuing systems-Model I (M/M/1): ( $\infty$  :FIFO)-Characteristics of Model I and waiting time characteristics. Characteristics of (M/M/1):(N/FIFO), (M/M/C):(  $\infty$  /FIFO), (M/M/C):(N/FIFO)-all without derivation

### **Suggested Readings:**

1. Operation Research by Kanti Swarup, P.KGuptha , Man Mohan 11<sup>th</sup> edition Sultan Chand & Sons Publication.
2. Operation Research , Jaico Publishing House
3. Operation Research-An introduction by Hamdy A Taha. Prentice Hall.
4. Introduction To Management Science, Anderson, Thomson Learning, 11<sup>Edn</sup>.
5. Operation Research Applications and Algorithms, Winston, Thomson Learning, 4<sup>Edn</sup>.
6. Introduction to Operation Research by Hiller/Lieberman. McGraw Hill.

# *Business Environment*

**I-MBA / II-Semester**



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## ***Business Environment***

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### **Objectives**

The purpose of this course is to acquaint students with the business environment in terms of various laws, forces and regulatory measures governing business operations in India.

#### **Unit-1**

Business concept mission – Business Environs and Economic Environment – Responsibility of Business – Professionalism in India – Ethics.

#### **Unit-2**

Non Economic Environment – Political, Legal, Demographic, technological, Natural Environment – Pollution – Trade unions

#### **Unit-3**

Social change – Wave front analysis – Third wave practices and implications in organization – Cultural dynamics – Cultural process and lags – secular outlook – Community development – Consumerism.

#### **Unit-4**

Economic systems – the Role of Government in Economic development – Indian Economic planning – Five year plans in brief – Current Plan – Industrial policy – Liberalisation, Privatisation and Globalisation – Public, Private joint sectors – Industrial development and regulation.

#### **Unit-5**

Monetary and Fiscal Policies – Budget – Money and Capital markets – Stock Exchanges and regulations – Industrial financing – Industrial sickness – Exim policy – Multinational corporations



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