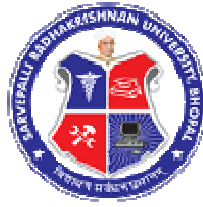




SARVEPALLI RADHAKRISHNAN UNIVERSITY, BHOPAL

**SARVEPALLI RADHAKRISHNAN UNIVERSITY,
BHOPAL**



MASTER OF BUSINESS ADMINISTRATION (PART – TIME)

COURSE CURRICULUM

SEMESTER – FIRST

SESSION 2015-2016



PRINCIPLES, CONCEPT & PRACTICES OF MANAGEMENT
MBAPT-101

Objective:

The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

UNIT-I Concept of Management: Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought -The Classical School, the Human Relations School, Systems Theory, Contingency Management.

UNIT-II Planning: Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.

UNIT-III Organizing: Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization

UNIT-IV Controlling: Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool, co-ordination.

UNIT-V Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.

Books Recommended:

1. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, **Fundamentals of Management**, Pearson Education, 2009.
2. Kreitner, **Management Theory and Applications**, Cengage Learning, India, 2009.
3. Robbins, **Management**, 9th edition Pearson Education, 2008.
4. Griffin, **Management Principles and Applications**, Cengage Learning, India First Edition
5. Harold Koontz, O'Donnell and Heinz Wehrich, **Essentials of Management**. New Delhi, Tata McGraw Hill, 2006.
6. Stoner, **Management**, PHI Learning, 2008.
7. Richard L. Daft, **Principles of Management**, Cengage Learning, India, 2009.
8. Anil Bhatt & Arya Kumar **Principles Processes and Practices** 1st Edition 2008 Oxford Higher Education.
9. Satyaraju & Parthsarthy, **Management Text and Cases**, PHI Learning, 2009.
10. J.S. Chandan, **Management Theory and Practice**, 1st edi, Reprint2007 Vikas Publishing House.



MANAGERIAL ECONOMICS
MBAPT-102

Objective:

The objective of this paper is acquainting the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

UNIT-I Concept of Techniques – Nature & scope managerial economics of Marginal analysis, optimization; Theory of Demand – demand functions, income and substitution effects.

UNIT-II Theory of firm – profit maximization, sales maximization, organizational structure, ownership and control.

UNIT-III Macro Economics- Aggregate & concepts, Gross national product & Gross domestic product concept & management of national income.

UNIT-IV Money supply and monetary policy fiscal policy, Aggregate consumption- Gross domestic.

UNIT-V Market Structure- Price and output decision under different market structure, price determination, non-price competition.

Books Recommended:

1. Abhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Keat, Paul G. & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
3. Koutsoyiannis, A. Modern Micro Economics, New York, McMillan, 1991.
4. Milgrom, P. and Roberts, J. Economics, Organization and management, Englewood Cliffs, New Jersey,
5. Prentice5. Hall Inc. 1992Baumol, W.J. Economic Theory and Operations Analysis, 3rd Ed., New Delhi, Prentice Hall Inc., 1996.



SEMESTER – I

QUANTITATIVE TECHNIQUES

MBAPT-103

Objective:

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

UNIT-I Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions.

UNIT-II Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications.

UNIT-III Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method).

UNIT-IV Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method).

UNIT-V Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality; Introduction to some Basic Quantitative Methods Packages.

Books Recommended:

1. Operations Research: H.A. Taha, Mc-Millan, New York.
2. Linear Programming and Decision Making : A. S. Narang, Sultan Chand & Sons, Delh.
3. Operation Research (Theory & Application):Sharma J.K., Macmillian Indian Ltd, New Delhi.
4. Operation Research: Sharma S.D., KedarNath Ram Sons, Meerut, U. P.
5. Operation Research :KantiSwaroop, P.K. Gupta & Man Mohan, Sultan Chand & Sons, New Delhi.



FUNDAMENTAL OF ACCOUNTING FOR MANAGERS
MBAPT-104

Objective:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

UNIT-I Meaning and Scope of Accounting: Definition, Objectives, Functions, Book Keeping, Branches of Accounting, Principles of Accounting, Journal Entry, Ledger and Trial Balance. **Final Accounts:** Trading Account / Manufacturing Account, Profit and Loss Account, Balance Sheet

UNIT-II Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet.

UNIT-III Financial Statement Analyses, Funds Flow Analysis. The Statement of Cash Flows; Management Accounting - Concept, Need, Importance and Scope.

UNIT-IV Cost Accounting - Records and Processes, types of Cost Ledger and Control Accounts, Overhead Cost and Control, Job and Process Costing.

UNIT-V Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.

Books Recommended:

1. R N and Reece J S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. Accounting for Management. Text and Cases. New Delhi, Vikas, 1996.
3. Heitger, L E and Matulich, Serge. Financial Accounting. New York, McGraw Hill, 1990.
4. Hingorani, N L. and Ramanathan, A R. Management Accounting. 5th ed., New Delhi, Sullan Chand, 1992.
5. Horngren, Charles etc. Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. Financial and Managerial Accounting. Boston, Houghton Mifflin Company, 1994.
7. Vij, Madhu. Financial and Management Accounting. New Deihl, Anmol Publications, 1997.



SEMESTER – I

BUSINESS COMMUNICATION
MBAPT -105

Course Objectives:

The objective of this course is to make students understand the importance of the concept, process and importance of communication

UNIT-I INTRODUCTION TO COMMUNICATION: Communication Overview, Functions – Objectives - Importance, nature and need of communication, Essentials of good communication, Seven Cs of effective communication, Process of communication.

UNIT-II EFFECTIVE COMMUNICATION SKILLS: Perquisites of a good communicator, How to create an immediate impression, power of eye contact, Using your voice more effectively.

UNIT-III VERBAL AND NON VERBAL COMMUNICATION: Introduction to Verbal and Non-verbal communication, Upward, Downward, Lateral and Horizontal Communication, Formal vs. Informal channels of communication, Grapevine communication, Type of Non verbal Communication.

UNIT-IV EFFECTIVE ORAL COMMUNICATION: Meaning, nature and scope - Principles of effective oral communication, Techniques of effective speech - Media of oral communication, Listening: Process, Types of listening, and essentials of good listening.

UNIT-V COMMUNICATION FOR EMPLOYMENT: Strategies to develop effective communication skills, Essentials of resume writing, Importance of resume and covering letter, Group discussions, Interview, types of interview, Preparation; Interview Techniques: Mastering the art of conducting and giving interviews.

Recommended Books :

1. Rodriques, MY., Effective Business Communication, Concept Publishing Company, Delhi, 2003.
2. Sinha, K.K., Business Communication, Galgoita Publishing Company, New Delhi, 2006.
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. Rai, Urnila and S.M Rai, Business Communication, Himalaya Publishing House, Mumbai



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MASTER OF BUSINESS ADMINISTRATION (PART – TIME)

COURSE CURRICULUM

SEMESTER – SECOND

SESSION 2015-2016



ORGANISATIONAL EFFECTIVENESS AND CHANGE

MBA 201(PT)

Objectives: To familiarize the students with basic organizational processes to bring about organizational effectiveness and change

Unit I: Organizational Process: Concept of organizational climate, Impact of organizational climate, developing sound organizational climate; organizational culture, Role of culture, functions of culture, learning culture.

Unit II: Interpersonal Process I Concept of power, bases of power, power tactics politics, political implications of power, contemporary perspectives on leadership ñ charismatic, transactional, transformational perspectives ñ substitutes for leadership.

Unit III: Interpersonal process II Conflict Intra personal-Inter personal, inter-group and organizational conflicts, Negotiation, inter- group behavior and collaboration, management of gender issues and cross cultural dynamics.

Unit IV: Organizational Change Concept of organizational change ñ change agents, resistance to change ñ approaches to managing organizational change, facilitating individual change.

Unit V: Organizational Development Need for O.D, OD intervention Techniques-Grid Management, Transactional Analysis, Sensitivity training ñ Process Consultancy. OD in India.

Suggested Readings :

1. Anderson, A H and Barker D Effective Enterprise and change management Oxford, Blackwell Publishers Ltd. 1996
2. French, W E and Bell C H Organization Development New Delhi, Prentice Hall of India, 1995
3. Kao S R etc. Effective Organization and social Values New Delhi, sage 1994
4. Khandawalla, P.N. Organization Design for Excellence New Delhi, Tata McGraw hill, 1992
5. Luthans, F. Organizational Behavior 7 th ed. New York, McGraw Hill, 1995
6. Mendonca M and Kanungo R N Work motivation New Delhi, Sage, 1994 Robbins S P Organizational Behavior 7 th ed., New Delhi, Prentice Hall of India. 1996.



MARKETING MANAGEMENT

MBA 202(PT)

Objectives: The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Unit I: Nature and scope of marketing, Corporate orientations towards the market place, The Marketing environment and Environment scanning, marketing information system and marketing research.

Unit II: Understanding consumer and Industrial markets, buyer behavior Market segmentation, Targeting and positioning.

Unit III: Product decisions ñ product mix product life cycle, new product development branding and packaging decisions, Pricing methods and strategies.

Unit IV: Promotion decisions promotion mix, advertising sales promotion, publicity and personal selling; channel management - selection, co-operation and conflict management, vertical, horizontal and multi channel systems.

Unit V: Organizing and implementing marketing in the organization Evaluation and control of marketing efforts; New issues in marketing Globalization Consumerism, Green marketing, Legal issues.

Suggested Readings :

1. Enis, B.M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill, 1991
2. Kotler, Philip and Armstrong G. Principles of marketing New Delhi, Prentice Hall of India, 1997
3. Kotler Philip, Marketing Management Analysis, Planning Implementation and Control New Delhi, Prentice Hall of India 1994
4. Ramaswamy V S and Namakumari Marketing Management Planning, Control, New Delhi, MacMillan, 1990
5. Stanton, William, J Fundamentals of Marketing New York, McGraw Hill , 1994
6. Neelamegham, S. Marketing in India: Cases and Readings New Delhi, Vikas, 1988.
7. William F. Schoell, Marketing contemporary concept and practices.



ACCOUNTING FOR MANAGERS

MBA 203(PT)

Unit I

Accounting concepts, conventions and principles; Accounting. Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, -Depreciation Methods-Straight line method, Written down value method.

Unit II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios - Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement.

Unit III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet.

Marginal Costing - Definition - distinction between marginal costing and absorption costs - Breakeven point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing.

Unit IV

Objectives and functions of Financial Management - Role of Financial Management in the organization - Time value of money concepts Legal, Sources of Long term finance

Unit V

Cost of Capital - Computation for each source of finance and weighted average cost of capital - Operating Leverage - Financial Leverage. - Capital Structure Theories –

Suggested Readings :

1. A text book of Accounting for Management-Maheshwari S.N &Maheshwari S K
2. Financial Accounting for Management -Mukherjee
3. Management Accounting -Khan and Jain
4. Advanced Accounts -Shukla and Grewal



OPERATIONS RESEARCH

MBA 204(PT)

Unit I

Operations research: Uses, Scope and Application. Decision Tree: Approach and its applications.

Unit II

Markov Analysis, Linear programming problems: features, formulation and solution. Simplex method.

Unit III

Transportation, Assignment, and Transportation problem and models: Definition, algorithm and solutions.

Unit IV

Game theory: Concept, types, methods and models of solution, Sequencing problem, Queuing theory.

Unit V

CPM, PERT: Concepts of Network, Critical Path analysis; probability PERT Analysis

Suggested Readings :

1. Introduction to Operations Research Hillier and Lieberman
2. Quantitative Techniques in Management N.D. Vohra,
3. Operations Research Sharma J.K
4. Operation research Kapoor.V.K.



BUSINESS ETHICS AND ETHOS

MBA 205(PT)

Unit I

Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making.

Introduction to Marketing research- Nature & scope of Marketing Research, Functions of marketing research, Manager - Research Relationship, Managing Marketing Research & Ethical Issues.

Unit II

Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Importance for Industry; Ethical Issues related with Advertisements, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of Swadhrama.

Unit III

Gandhian approach in Management & Trusteeship: Gandhiji's doctrine of Satya&Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business.

Unit IV

Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient features (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making);

Unit V

Relevance of Bhagvad Gita: Doctrine of Karma i.e.NishkamaKarmayoga, Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, Bhagvad Gita & Self Management.

Suggested Readings :

1- *Ethics in Management and Indian Ethos, GHOSH BB*

2- *Human Values and Professional Ethics, SubhashBhalchandraGogate*