

## **MBA SEMESTER I**

**Course Title: MANAGERIAL ECONOMICS**

**Course Code: 23MBA101**

**Course Outcomes (COs):** After the completion of this course, students will be able to:-

- CO1: This course would provide students the knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainty.
- CO2: Distinguish between the different market structures and pricing practices available to and used by firms.
- CO3 Micro economic principles would equip the students with tools and principles which are applied for analyzing the ever changing demand and supply conditions.
- CO4: The students would be able to apply the basic macroeconomic concepts to analyze the volatility in the business world
- CO5: Analyze how the concepts of national income

**Unit - 1:**

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm. Gap between theory and practice and role of managerial economist.

**Unit - 2:**

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand - Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

**Unit - 3:**

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable-law of variable proportion, two variable Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use.

**Unit - 4:**

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.;

**Unit - 5:**

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

**Suggested Readings -**

1. Mithani, D. M. (2016). Managerial Economics – Theory and Applications, Himalaya Publications, 7th Edition.
2. Ahuja, H. L. (2016). Managerial Economics, S. Chand Publications, 8th Edition. Koutsoyiannis, A. (2010), Modern Microeconomics, Macmillan Publication.
3. Mansfield, E., Allen, W. B., Doherty, N. A., & Weigelt, K. (1999). Managerial economics: Theory, applications, and cases (No. 338.5024658 M287 1999). New York: WW Norton.
4. Brickley, J., Smith, C., & Zimmerman, J. (2015). Managerial economics and organizational architecture. McGraw-Hill Education.
5. Dwivedi, D. N. (1980). Managerial economics. Vikas Publishing House.
6. Samuelson, W. F., & Marks, S. G. (2008). Managerial economics. John Wiley & Sons.

**Course Title: MARKETING MANAGEMENT**  
**Course Code:23MBA102**

L	T	P	C.U.
4	0	0	4

**Course Outcomes (COs):** After the completion of this course, students will be able to:-

CO1: Develop understanding of basics of marketing, and its significant concepts.

CO2: Acquaint with new marketing trends and the marketing environment.

CO3: Identify how the firms marketing strategy, marketing mix evolve and adapt to match consumer behavior and perceptions of the product

CO4: Apply the knowledge, concepts, tools necessary to understand challenges and issues of marketing in a growing international and global context

CO5: Critically analyze social, technological, political, legal and economic forces that affect business performance

**Unit - 1:**

Marketing: Meaning, definition, Nature, Scope and Importance of marketing; Marketing Orientation: Product, Production, Sales, Marketing, Societal; Holistic Marketing Orientation, Customer and Consumer, Digitalization, Customization, Standardization.

**Unit - 2:**

Marketing Plan, Marketing environment - Internal & External Political, Economic, Socio-cultural and Technical Environment, Controllable and Uncontrollable factors effecting marketing decisions, Concept of Segmentation, Targeting and Positioning.

**Unit - 3:**

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

**Unit - 4:**

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

**Unit - 5:**

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Case Studies, Channel design, Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

**Suggested Readings -**

1. Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018). Marketing management: an Asian perspective. Pearson.
2. Baker, M. (2012). The marketing book. Routledge.
3. Ramaswamy V. S. and Namakumari S. (2016). Marketing Management: Planning, Implementation and Control, McMillian Publication House.
4. Schmitt, B., & Simonson, A. (1997). Marketing aesthetics: The strategic management of brands, identity, and image. New York: Free Press.
5. Fill, C., & Turnbull, S. L. (2016). Marketing communications: brands, experiences and participation. Pearson.
6. Hollensen, S. (2019). Marketing management: A relationship approach. Pearson Education.

**Course Title: PRINCIPLES OF MANAGEMENT****Course Code: 23MBA103**

L	T	P	C.U.
3	0	0	3

**Course Outcomes (COs):** On completion of this course, the students will be able to

- CO1: Understand the concepts related to Business.
- CO2: Demonstrate the roles, skills and functions of management.
- CO3: Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
- CO4: Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.
- CO5: Develop effective coordination, leadership characteristics and managing any conflict within the organization.

**Unit – 1 :**

Management: Definition, Functions, Nature, Process, Scope and Significance of Management; Managerial Roles, Managerial Skills and Activities; Difference between Management and Administration; Types of Managers, Levels of Management.

**Unit – 2 :**

Management Thoughts: Evolution, Contribution of Taylor, Henri Fayol, Elton Mayo - Hawthorne Experiments; Different approaches of management, Role of manager; Management & its functions.

**Unit – 3 :**

Planning & Decision making: - Definition, Nature for planning, importance, Process of planning, decision making, nature importance & process, types of plans. Organization & staffing: - Definition, organizing process, importance of organizing, Departmental manpower planning, Recruitment, Selection, Training & Development.

**Unit – 4 :**

Directing & Leadership: - X Theory, & Y Theory, Hawthorne & Tinstone studies. Motivation – Meaning, Missions, Maslow's Hierarchy Theory, Herzberg's theory, V Room's expectancy theory & Porter & Lawler model of Motivation. Communication: Types of Communication Definition, importance, process, factors affecting communication methods, barriers & remedies.

**Unit – 5 :**

Controlling and Coordinating- Elements of Managerial Control, Control Systems, Management Control Techniques, Effective Control Systems. Coordination Concept, Importance, Principles and Techniques of Coordination, Concept of Managerial Effectiveness.

**Suggested Readings -**

1. Harold, K. and Weirich, H., (2005), Management – A Global Perspective, McGraw Hill Education, 11th edition.
2. Meena Sharma, (2016), Principles of Management, First Edition, Himalaya Publishing House, New Delhi.
3. Stoner, Freeman and Gilbert Jr. (2003), Management, Prentice Hall of India, New Delhi.
4. Gupta, C.B. (2017), Management Concepts and Practices, Sultan Chand and Sons, New Delhi.
5. Koontz, O'Donnell and Weirich (2001), Management, Tata McGraw Hill Publishing Company, New Delhi.
6. Terry, G. R., & Franklin, S. G. (1972). Principles of management (p. 516). Homewood, IL: RD Irwin.
7. Fayol, H. (1916). General principles of management. Classics of organization theory, 2(15), 57-69.
8. Rudani, R. B. (2020). Principles of management. McGraw-Hill Education.

**Course Title: BUSINESS STATISTICS****Course Code: 23MBA104**

L	T	P	C.U.
3	0	0	3

**Course Outcomes (COs):** After completing this course, students should have developed a clear understanding of :-

- CO1: The fundamental concepts of statistics and handling various types of data and their graphical representation
- CO2: Time series analysis and application .
- CO3: Bivariate data and Significance of various coefficients of correlation and regression .
- CO4: Probability theory and its applications.
- CO5: Estimation theory and hypothesis testing .

**Unit - 1:**

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

**Unit - 2:**

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

**Unit - 3:**

Index Numbers: Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: Fixed base and Chain base methods.

Correlation-Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression: Meaning, Regression equations and their application, Partial and Multiple correlation & regression: An overview.

**Unit - 4:**

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes 'Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

**Unit - 5:**

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.

**Suggested Readings -**

1. Newbold, P., Carlson, W., & Thorne, B. (2012). Statistics for business and economics. Pearson.
2. Gupta, S. C. (2019). Business statistics. Himalaya Publication House, New Delhi.
3. Gupta C B, Gupta V. (2016). An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
4. Levine, D. M. (2010). Business statistics: A first course. Pearson Education India.
5. Kvanli, A. H., Pavur, R. J., & Guynes, C. S. (1999). Introduction to business statistics: a computer integrated, data analysis approach. Dryden Press.
6. Lapin, L. L. (1978). Statistics for modern business decisions (p. 215). New York: Harcourt Brace Jovanovich.
7. Siegel, A. (2016). Practical business statistics. Academic Press.
8. Bajpai, N. (2009). Business statistics. Pearson Education India.
9. Webster, A. (1992). Applied statistics for business and economics. Homewood, IL: Irwin.

**Course Title: ACCOUNTING FOR MANAGERS**  
**Course Code: 23MBA105**

L	T	P	C.U.
3	0	0	3

**Course Outcomes (COs):** After the completion of this course, students will be able to:-

- CO1: Understand the applicability of the concept of accounting to understand the managerial Decisions and financial statements.
- CO2: Apply the Financial Statement Analysis associate with Financial Data in the organization.
- CO3: Analyze the complexities associated with management of cost of product and services in the Organization.
- CO4: Demonstrate how the concepts of accounting and costing could integrate while identification and resolution of problems pertaining to Corporate sector
- CO5: Analyze how the concepts of accounting and costing could integrate to identify and resolve the problems pertaining to business decision making.

**Unit - 1:**

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting, principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards.

**Unit - 2:**

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill

**Unit - 3:**

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

**Unit - 4:**

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis;

**Unit - 5:**

Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

Transaction Mode: Lecture, Seminar, Brain storming, Problem solving

**Suggested Readings**

1. Maheshwari S. N & Maheshwari S. K. (2012), A text book of Accounting for Management, 3rd Edition, Vikas Publishing House.
2. Gupta, A. (2016). Financial Accounting: A Managerial Perspective” Prentice Hall.
3. Jain S. P. and Narang K. L., (2016). Advanced Accountancy Vol I, Kalyani Publishers.
4. Jain S. P. and Narang K. L., (2017). Advanced Accountancy Vol II, Kalyani Publishers.
5. Swami, N. (2016). Financial Accounting: A Managerial Perspective, Prentice Hall.
6. Mukherjee (2017). Financial Accounting for Management, Tata M Hills Publications

**Course Title: BUSINESS ENVIRONMENT**  
**Course Code: 23MBA106**

L	T	P	C.U.
3	0	0	3

**Course Outcomes (COs):** After the completion of this course, students will be able to:-

- CO1: To Understand the concepts related to Business with internal and external environment
- CO2 To Familiarize with the nature of business environment and its components.
- CO3. To demonstrate and develop conceptual framework of business environment and generate interest in global setup.
- CO4 :To able to understand various non-economic elements affecting individual and group behavior in any organization to make it successful.
- CO5: To realize the importance of micro and macro environment on business decisions.

**Unit - 1:**

Business Environment-Meaning, Importance, Environmental Factors, Recent Political Environment, Recent Economic and Financial Environment, Planning in India-Planning Commission- Liberalization and Planning, Industrial Policy: New trade policy-1991 onwards, Industrial Licensing in India

**Unit - 2:**

Indian Financial System: Monetary and Fiscal Policy, Economic Trends, Price Policy, Stock Exchange of India, Role of regulatory institutions in Indian financial system – RBI and SEBI, National Income, Role of Industry in Economic Development, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth

**Unit - 3:**

Direct & Indirect Taxes (MODVAT), (CENVAT), Competition Act 2002 & FEMA Acts, Business Ethics, Corporate Governance, Philosophy and strategy of planning in India.

**Unit - 4:**

Liberalization, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in International Business Environment, World Trade Organizations (WTO), Redefining Value Proposition to MSMEs

**Unit - 5:**

Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness, technology and competitive advantage, technology transfer - importance and types, Appropriate technology and technology adaptation.

**Suggested Readings -**

1. Cherunilam, F. (2016). Business Environment, Text and Cases, Himalaya Publishing House, New Delhi.
2. Shaikh & Saleem (2015). Business Environment, Pearson Publication, New Delhi.
3. Mittal, (2016), Business Environment, Excel Books Publication House, New Delhi.
4. Baron, D. P., & Baron, D. P. (2003). Business and its environment (p. 2). Upper Saddle River, NJ: Prentice Hall.
5. Justin, P. (2014). Business Environment Text and Cases, Tata McGraw Hills Publication.
6. Burlton, R. (2001). Business process management: profiting from process. Pearson Education.

**Course Title: COMPUTER APPLICATIONS & MIS**  
**Course Code:23MBA107**

L	T	P	C.U.
1	1	2	3

**Course Outcomes (COs):** After the completion of this course, students will be able to:-

- CO1: Understand basic concepts of operating system and terminology of information system .
- CO2: Have a basic understanding of MS office package and their applications..
- CO3: Have a basic understanding of personal computers and their operations .
- CO4: Able to apply information system for managerial perspective .
- CO5: To understand the concepts of AI and ERP for business related problem solving and identify issues related to information security.

**Unit - 1:**

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system, Windows, Commands of windows operating system.

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler

**Unit - 2:**

MS Office : Introduction, Importance and Basics of MS-Word, MS-Excel, MS-PowerPoint; MS Access, Practical Applications on Computers regarding MS Office Package.

**Unit - 3:**

Management Information System: Introduction, Importance, Barriers, Classification: Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS).

**Unit - 4:**

Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES), Executive Information System (EIS), Cross Functional Information Systems.

**Unit - 5:**

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

**Suggested Readings -**

1. Leon M. (2016). Introduction to Computers , Vikas Publishing , 1st Edition , New Delhi .
2. Srivastava (2015). Fundamental of Computer& Information Systems ,Wiley Dreamtech .
3. ITL ESL – Introduction to Information Technology Pearson, 2nd Edition , New Delhi .
4. Nagpal. B. P. (2016). Computer Fundamentals S Chand & Co., New Delhi .
5. Ram B. (2015). Computer Fundamentals , New Age international , New Delhi .
6. Kelkar S A. (2016). Information system : a concise study , PHI Learning , New Delhi .
7. James O'Brien (2014), Management Information System , 10th ed . , Mcgrawhill , New Delhi .

**Course Title: BUSINESS COMMUNICATION**  
**Course Code: 23MBA108**

L	T	P	C.U.
2	1	0	3

**Course Outcomes (COs):** After the completion of this course, students will be able to:-

- CO1: Share their opinions and ideas on topics presented at any platform.
- CO2: Describe the rules of communication.
- CO3: Deliver effective presentations at any platform.
- CO4: Describe how to chair a meeting and write up the minutes of a meeting.
- CO5: Communicate effectively with others in small groups or teams.

**Unit - 1:**

Introduction: Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

**Unit - 2:**

Employment Communication: Writing CVs & Application Letter, Group discussions, interview, types of interview, candidate's preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Characteristics of successful oral communication, Body language.

**Unit - 3:**

Written Communication: Purpose of writing, Pros & Cons of written communication, Clarity in writing, principles of effective writing, writing technique. Business Letters and Reports: Introduction to business letters, Types of Business letter, Layout of business letter, Reports: definition & purpose, types of business reports, Reports writing.

**Unit - 4:**

Group Communication - Meetings, Importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes– netiquettes, telephonic & table etiquettes. Presentation Skills: Presentation, Elements of presentation, designing a presentation, Appearance & posture, practicing delivery of presentation.

**Unit - 5:**

Corporate Communication: Definition, Scope, Importance & Components of corporate communication, Professional communicator responsibilities, Corporate communication & Public Relation, Role of social media in communication.

**Suggested Readings -**

1. Sharma R.C., Mohan Krishna – Business: Correspondence and Report Writing (Tata McGrawHill)
2. M.K.Sehgal & V. Khetrapal-Business Communication (ExcelBooks).
3. Lesikar RV & Pettit Jr. JD – Basic Business Communication: Theory & Application (Tata McGraw Hill Publication).
4. Bisen & Priya – Business Communication, New Age International Publication