

MASTER OF BUSINESS ADMINISTRATION

**Programme
Under**



APJ Abdul Kalam Technological University

SYLLABUS & COURSE PLAN

Trimester 1

April 2016

Subjects and credits in TRIMESTER I

Exam Slot	Course No.	Course Name	L-T-P	Internal Marks	End Trimester Marks	Exam Duration (hours)	Credits
	11	Quantitative Techniques	4-0-0	40	60	3	3
	12	Organizational Behaviour I	4-0-0	40	60	3	3
	13	Managerial Economics	4-0-0	40	60	3	3
	14	Business Communication	4-0-0	40	60	3	3
	15	Accounting for Managers	4-0-0	40	60	3	3
	16	Business and Society	4-0-0	40	60	3	3
	17	Soft-skills I	0-2-0	20			
	18	Project	0-0-3				
		TOTAL	24-2-3	260	360		18

FIRST TRIMESTER - SYLLABUS

Course No.	Course Name	L-T-P	Credits	Year of Introduction
11	Quantitative Techniques	4-0-0	3	2015

Course Objectives

This subject introduces the methods of statistical analysis for managerial decision making. The subject will provide a concise review of probability, descriptive statistics, random variables, and probability distributions. Application topics include statistical decision theory, confidence intervals, hypothesis testing, simple and multiple regression, correlation analysis and analysis of variance.

Syllabus

Random variables, Descriptive Statistic, Probability Distributions and Estimation, Testing of Hypothesis, Correlation and Regression Analysis

Expected Outcome

The successful completion of this course will impart the basic data analysis skills to the students. This will enable students to model business problems and analyse them with the help of fundamental statistical and theoretical backgrounds.

References

1. Richard I. Levin, David S. Rubin, *Statistics for Management*, Pearson Education, New Delhi 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., *Complete Business Statistics*, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
3. Ken Black, *Applied Business Statistics*, 7th Edition, Wiley India Edition, New Delhi, 2012.
4. Anderson D.R., Sweeney D.J. and Williams T.A., *Statistics for Business and Economics*, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.

COURSE PLAN

Unit	Topics	Hours allotted	% of marks in final Exam.
I	<i>Random variables:</i> Random experiment – outcomes - sample space and events - definitions of probability (classical, relative frequency, subjective, and axiomatic) - addition rule - conditional probability - multiplication theorem – Bayes’ theorem	9	15
II	<i>Descriptive Statistics:</i> Data presentation using tables & charts - measures of central tendency - measures of dispersion – absolute & relative measures – skewness - Karl Pearson's and moment measures of Skewness – Kurtosis	6	15
First Internal Examination			
III	<i>Probability Distributions and Estimation:</i> Discrete and continuous distributions - Binomial, Poisson & Normal distributions - sampling techniques - sampling distribution of means and proportions - central limit theorem – statistical inferences - estimation - point and interval estimates for population parameters of large and small samples – confidence interval - determining the sample size.	8	15
IV	<i>Testing of Hypothesis:</i> Null & Alternative Hypotheses - level of significance - Type I & Type II errors - small sample & large sample tests - tests for quantitative & qualitative data - Hypothesis tests for difference of means & proportions for large & small samples.	7	15
Second Internal Examination			
IV	One way & two way ANOVA for testing the difference of means of more than two samples – chi-square test for several proportions, association of attributes – goodness of fit test.	6	15
V	<i>Correlation and Regression Analysis:</i> Correlation - different types of correlation – Karl Pearson’s correlation coefficient - Spearman’s Rank correlation coefficient – concurrent deviation method – coefficient of determination - regression analysis - line of best fit - least square method - business applications - multiple regression. Use of statistical packages in hypothesis testing, correlation and regression analysis	9	25
Final Examination			

Course No.	Course Name	L-T-P	Credits	Year of Introduction
12	Organizational Behaviour I	4-0-0	3	2015

Course Objectives

The course focuses on managing individuals at work. The objective is to equip the students with an essential knowledge base on behavioural dynamics of individuals with necessary models,, tools, and techniques, for diagnosing, predicting and controlling human behaviour and to develop the basic human relations skills as a prospective manager.

Syllabus

Fundamentals of Organizational Behaviour, Understanding Organizational Behaviour, Effectiveness in organizations, Social systems and organizational culture, Understanding and Managing Individual Behaviour, Job Design, Work and Motivation, Evaluation, Feedback and Rewards, Stress and Counselling.

Expected Outcome

On completion of the course, the students are expected to enable the students to learn what actions are appropriate for different situations and apply the theory in order to be effective leaders in the context of organisational behaviour theories, models and concepts

References

1. Robbins, Judge & Sanghi, *Organizational Behaviour*, 12th Ed. Prentice Hall India
2. McShane, Glinow, *Organizational Behaviour*, Tata McGraw Hill
3. Don Hellriegel; John W. Slocum; Richard W. Woodman, *Organizational Behavior*, 8th Ed., Thomson South-Western

COURSE PLAN

Unit	Topics	Hours allotted	% of marks in final Exam.
I	Disciplines contributing to OB - Psychology, Sociology, Anthropology, Social Psychology, Economics & Political Science Approaches to the study of OB - Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach - Fundamental principles, theories and concepts in organization design and development	9	20
II	Understanding Organizational Behaviour - Fundamental Concepts, Organizational processes, Organizational structure, Organizational Change and Innovation processes - Effectiveness in organizations - Models of Organizational Behaviour, Systems theory and time dimension of effectiveness, Developing competencies, Limitations of Organizational Behaviour, Continuing challenges	6	15
First Internal Examination			
III	Individual differences and work behaviour - Why individual differences are important, The basis for understanding Work Behaviour, Individual differences influencing Work Behaviour. Personality - Sources of personality differences, Personality structure, Personality and Behaviour, Measuring Personality Attitudes - The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Job satisfaction, Changing Employee Attitudes. Perceptions, Attributions and Emotions - The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence - Motivation - Concept of Motivation, Content approaches, Process approaches, Motivation and psychological contract	15	30
IV	Managing Individuals at Work: Measuring personality attitudes; managing employee attitudes Managing Teams at Work: Definition of Group - group development- group structure - teams -Formal Organization and Informal Groups and their interaction	5	10
Second Internal Examination			
IV	Developing high performance teams - turning individuals into team players developing interpersonal awareness - Johari Window- Transactional Analysis - leadership - theories – developing leadership skills	4	10
V	Managing Power, Politics and Conflict: Power - basis of power - power tactics - Politics – consequences of political behavior - Conflict Management: Different views of conflict - conflict process - levels of conflict - Constructive and Destructive conflict - Conflict process - strategies for encouraging constructive conflict - Conflict resolution strategies	6	15
Final Examination			

Course No.	Course Name	L-T-P	Credits	Year of Introduction
13	Managerial Economics	4-0-0	3	2015

Course Objectives

Managerial economics is a prerequisite course for acquainting students with the various principles of business decision making. This subject provides an introduction to the logic of marginal analysis, the analysis and application of demand, cost analysis, and elements of demand and supply. The subject also provides an introduction to the determination of aggregate income and employment with an analysis of fiscal and monetary policy. Policy issues relating to overall aggregate demand management will be discussed. It will create awareness on the micro and macroeconomic environment and will help to increase decision making skills of the graduates.

Syllabus

Basic Concepts in Managerial Economics, Demand Analysis, production and cost of production, Market Structure and Pricing, Profit, break-even analysis, Budget and Basic Budgeting Concepts

Expected Outcome

The successful completion of the course, the students will have fundamental knowledge in the economic aspects of demand, pricing, and production. The candidates will be able to analyse business systems in terms of the economies it creates to firms. The course will enable them to become efficient managerial decision makers when economic aspects play important role.

References

1. Yogesh, Maheswari, *Management Economics*, PHI learning, New Delhi, 2012
2. D.M. Mithani, *Managerial Economics*, 5/e, Himalaya Publishing House, Mumbai, 2011
3. Geethika, Ghosh & Choudhury, *Managerial Economics*, 2/e, McGraw Hill. 2011
4. David K.H. Begg, Rudiger Dornbusch, Stanley Fischer, *Economics*, McGraw-Hill Publishing Co. 2008
5. Uma Kapila, *Indian Economy since Independence*, Accademic Foundation, Gaziabadh, 2011
6. Koutsoyiannis, *Modern Micro Economics*, 2/e, Macmillan Press Ltd. 2003

COURSE PLAN

Unit	Topics	Hours allotted	% of marks in final Exam.
I	<p><i>Basic Concepts in Managerial Economics:</i> Definitions, concepts, role of managerial economist in business decision making.</p> <p><i>Demand Analysis:</i> Demand curve and Demand function, laws of demand, elasticity of demand and its estimation, Total and Marginal Revenue, Classification of goods based on income elasticity of demand, Price Elasticity, Income Elasticity and Cross Elasticity, Demand forecasting and forecasting methods.</p>	6	15
II	<p><i>Production and Cost of Production:</i> Production function, cost and output relationship, cost function in the short run and in the long run, cost concepts, practical applications of cost functions. Marginal Costing and applications. Indifference Curves, ISO-Quants & ISO-Cost line. Cost volume Profit analysis: economies of scale, economies of scope, economies and dis-economies of production, business cycle and its implications.</p>	9	20
First Internal Examination			
III	<p><i>Market Structure and Pricing:</i> Meaning, perfect competition, monopolistic competition, monopoly, oligopoly, cartel, types of cartels. Limit Price Theories of J.S Bain, Sylos-Labni, Behavioral model of Cyrit and March, managerial theories of firm, Baumol's Sales Revenue Maximisation, O. Williamson's model on managerial enterprise, Marri's model of balanced growth, Break even analysis and its implications. Use of a case discussion will enhance the understanding of the students about these topics.</p>	6	15
IV	<p><i>Profit:</i> Determinants of Short-term & Long-term profits. Classification – Measurement of Profit. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions</p>	9	20
Second Internal Examination			
V	<p><i>Budget and Basic Concepts:</i> Meaning, basic concepts, plan and non-plan expenditure, fiscal deficit, revenue deficit, inflation and types, bank rate, SLR, CRR, repo, reverse repo, market operations, quantitative credit control, exchange rate management, monetary fiscal policy and practices in India, Quantity theory of money, Fischer – Keynes - Friedman - Tobin Theories. A case discussion is desirable in these topics.</p>	15	30
End Semester Examination			

Course No.	Course Name	L-T-P	Credits	Year of Introduction
14	Business Communications	3-0-1	3	2015

Course Objectives

The objective of this course is to enable students to develop proficiency in the mechanics of writing and oral communication. The course orients at helping the learner improve their English proficiency with specific reference to the organizational communication parlance.

Syllabus

Oral Communication, Written Communication, Crisis Management and Negotiation, Business Letters and Reports, Case Method of Learning.

Expected Outcome

- Be familiar with the basic concepts and mechanics of Oral and Written Communication.
- Students develop English proficiency and paves way for career growth and better employment prospects.
- Learners develop effective crisis management skills juxtaposed with Negotiation tactics and elements of Behaviour and conversation control.

References

1. Chaturvedi P. D, & Mukesh Chaturvedi, *Business Communication: Concepts, Cases And Applications*, 2/e, Pearson Education, 2011
2. Mary Ellen Guffey, *Business Communication: Process and Product*, 3/e, Cengage Learning, 2002.
3. Rayudu C. S, *Communication*, 9/e, Himalaya Publishing House, 2010.
4. Penrose, Rasberry, Myers, *Advanced Business Communication*, 5/e, Cengage Learning, 2004.
5. Madhukar R. K, *Business Communication*, 2/e, Vikas Publishing House, 2010.

COURSE PLAN

Unit	Topics	Hours allotted	% of marks in final Exam.
I	Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in Organizations– Communication structure in organization – Application of principles of Communication in conflict resolution, Crisis Management & Negotiation - Communication in a cross-cultural setting	8	20
II	Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication. Listening as a Communication Skill, Non-verbal communication.	7	20
First Internal Examination			
III	Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.	7	15
IV	Business Letters and Reports: Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation. Writing; Meetings – Planning meetings – objectives – participants – timing – venue of meetings. Meeting Documentation: Notice, Agenda, and Resolution & Minutes.	8	20
Second Internal Examination			
V	Case Method of Learning: Understanding the case method of learning – Different types of cases – Difficulties and overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioural, Decision, Strategy) – Analysing the case – Dos and don'ts for case preparation – Discussing and Presenting a Case Study	15	25
Final Examination			

Course No.	Course Name	L-T-P	Credits	Year of Introduction
15	Accounting for Managers	4-0-0	3	2015

Course Objectives

The objective of this course is to familiarize the students with the accounting practices and to develop analytical and interpretative skills necessary to take managerial decisions

Syllabus

Introduction, Cost, Managerial and Financial accounting, meaning of company, maintenance of book of accounts, analysis of financial statements, fund flow and cash flow statements, ratio analysis, marginal cost analysis techniques

Expected Outcome

After successful completion of the course, the students will be able to understand the accounting practices, able to prepare and analyse financial statements to help managerial decision making.

References

1. Charles T. Horngren, Gary L. Sundem, William O. Stratton, Dave Burgstahler, Jeff Schatzberg, *Introduction to Management Accounting*, 14/e, Pearson Prentice Hall, 2008
2. Gupta R. L. and Radhaswamy M., *Advanced Accounting*, Sultan Chand Publishers, New Delhi
3. Maheshwari S. N., *Accounting for Management*, 3/e, Vikas Publishing House, New Delhi, 2012
4. Jain S. P. and Narang K. L., *Advanced Cost Accounting*, Kalyani Publishers, New Delhi
5. Shashi K. Gupta and R. K. Sharma, *Management Accounting*, Kalyani Publishers, New Delhi

COURSE PLAN

Unit	Topics	Hours allotted	% of marks in final Exam.
I	Introduction to Accounting: Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts - Mechanics of Accounting - Double entry system of accounting.	5	10
II	Meaning of Company - Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company - Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet of companies, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.	10	20
First Internal Examination			
III	Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios - Inter firm comparison - Common Size Statement - Comparative Statements and Trend Analysis.	10	25
IV	Analysis of Financial Statements: Funds Flow Statement – Meaning - Concept of Gross and Net Working Capital - Preparation of Schedule of Changes in Working Capital -	5	15
Second Internal Examination			
IV	Preparation of Funds Flow Statement and its analysis - Cash Flow Statement - Various cash and non-cash transactions - flow of cash - preparation of Cash Flow Statement and its analysis.	5	10
V	Introduction, Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet, Standard costing- organization and establishing a standard costing system, Variance analysis - classification of variances, material cost, labour cost, overhead cost and sales variances. Disposition of variances. Marginal Cost - Marginal Costing - applications of Marginal Costing - advantages of Marginal Costing - break-even analysis - CVP Analysis - margin of safety - key factor.	10	20
Final Examination			

Course No.	Course Name	L-T-P	Credits	Year of Introduction
16	Business and Society	4-0-0	3	2015

Course Objectives

The objectives for this course are the following:

1. To develop broader and more complete understanding of the business and society relationship
2. To help the student perceive and understand the importance of sound business ethics practices in the effective functioning of organizations.
3. To comprehend major stakeholder groups which interact with business organizations and the kinds of expectations they may hold with respect to their role in business enterprise and society.
4. To understand major corporate social responsibilities of business:
5. Impact of the human activities on the environment

Syllabus

Business Environment, Economic Growth, CSR, Public private Partnerships, Privatization, Environmental Management, Sustainable Development

Expected Outcome

The successful completion of this course will impart an understanding of the relationship between business and society. This will enable students to perceive sound business ethics and social responsibilities of business.

References

1. John Steiner, George Steiner, *Business, Government and Society: A Managerial Perspective*, 13/e, McGraw-Hill Higher Education, 2011
2. John F. Steiner, *Business, Government, and Society: A Managerial Perspective, Text and Cases* 12/e, McGraw-Hill/Irwin, 2008.
3. Francis Cherunilam, *Business and Government*, HPH, 2013.
4. Fernando A. C., *Corporate Governance: principles, policies and practices*, 2/e, Pearson Edn., India, 2011.
5. Ghosh B. N., *Business Ethics and Corporate Governance*, McGraw Hill Education (India) Private Limited, 2011.
6. Bala Krishnamurthy, *Environmental Management: Text and Cases*, PHI, New Delhi.
7. Arindita Basak, *Environmental Studies*, Pearson Education, New Delhi.
8. Justin Paul, *Business Environment -Text and Cases*, Tata McGraw Hill Education, New Delhi, 2010

COURSE PLAN

Unit	Topics	Hours allotted	% of marks In final Exam.
I	Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Poverty, Inequality and Economic Growth: Industrial Development, Rural- Urban Dynamics, Population and Development, Finance for Development	9	15
II	Business in a Global Environment: Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities. Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.	7	15
First Internal Examination			
III	Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT). Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.	10	25
III	Coping with Global Competition, Conflict with Nation States. Non-Governmental organizations (NGO) - impact on Indian rural development, education and charity. Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Indian perspective	8	15
Second Internal Examination			
IV	Environmental Management - Definition, scope, importance and need - Concept of Ecosystem: Kinds of Resources: Renewable and Non Renewable resources- forests, water, mineral, food, energy, land resources - Role and Impact of Humankind: Population and development- pollution-definition-kinds-effects-climate change	5	15
V	Sustainable Development: Concept, principles- social, economic and environmental dimensions- hurdles, Indicators-Millennium Development Goals- Environment Management Systems: EMS- planning, implementation – environmental audit- environmental labeling- insight into current developments in energy conservation-3Rs	6	15
Final Examination			

Course No.	Course Name	L-T-P	Credits	Year of Introduction
17	Soft Skills I	0-2-0	0	2015

Course Objectives

The objective of this course is to enable students have a basic knowledge of the recent developments in Information technology and its application in effective communication. The course also emphasize on personal grooming and development with due accentuation to soft skills development to transform the learners to employment ready youth.

Syllabus

Personal Grooming & Development, Presentation and Negotiation Skills, Levels of Public Interaction

Expected Outcome

1. Enhancement of the holistic development of students and improvement of their employability skills.
2. To develop inter personal skills and be an effective goal oriented team player.
3. To develop professionals with idealistic, practical and moral values.
4. To develop communication and problem solving skills.
5. To re-engineer attitude and understand its influence on behavior.

References

1. Penrose, Rasberry, Myers, *Advanced Business Communication*, 5/e, Cengage Learning, 2004.
2. Lehman, DuFrene, Sinha, *BCOM*, 2/e, Cengage Learning, 2012
3. Madhukar R. K, *Business Communication*, 2/e, Vikas Publishing House.

COURSE PLAN

Unit	Topics	Hours allotted	% of marks in final (T3) Exam.
I	Self-Management Self Evaluation-Self Discipline-Self Criticism-Recognition of one's own limits and deficiencies - Independency-Self Awareness- Attitude: Factors influencing Attitude, Challenges and lessons from Attitude.	4	2
II	Goal Setting : Wish List, SMART Goals, Blue print for success, Short Term, Long Term, Life Time Goals	3	6
First Internal Examination			
III	Listening Skills : Listening to specific Information, identifying main issues, seeing beyond surface meanings	3	6
IV	Ethics and Etiquette-Business Ethics-Etiquette in social as well as Office settings-Email etiquette-Telephone Etiquette	4	6
Second Internal Examination			
V	Presentation Skills – Book Reviews and Summary writing	8	10
Final Examination			