



डॉ. बी.आर. अम्बेडकर सामाजिक विज्ञान विश्वविद्यालय
Dr. B.R. Ambedkar University of Social Sciences
(State University established by the Government of Madhya Pradesh)

Faculty of Social Sciences and Management Studies



Syllabus for
MANAGEMENT
2018



M.B.A. SYLLABUS 2018-19 ONWARD

Semester I			
Paper	Code	Title of the Paper	Credits
1	MGT - 511	Fundamentals of Management	3+0
2	MGT - 512	Organizational Behavior	3+0
3	MGT - 513	Accounting and Finance for Managers	3+0
4	MGT - 514	Managerial Economics	3+0
5	MGT - 515	Business Environment	3+0
6	MGT - 516	Communication Skills	3+0
Semester II			
Paper	Code	Title of the Paper	Credits
1	MGT - 521	Human Resource Management	3+0
2	MGT - 522	Finance Management	3+0
3	MGT - 523	Marketing Management	3+0
4	MGT - 524	Research Methodology	3+0
5	MGT - 525	Computer Application & MSS	3+0
6	MGT - 526	Summer Training & Report (Viva)	3+0
Semester III			
Paper	Code	Title of the Paper	Credits
1	MGT - 531	Core Paper 1, Paper I	3+0
2	MGT - 532	Core Paper 2, Paper 2	3+0
3	MGT - 533	Specialization 1, Paper I	3+0
4	MGT - 534	Specialization 1, Paper II	3+0
5	MGT - 535	Specialization 2, Paper I	3+0
6	MGT - 536	Specialization 2, Paper II	3+0
Semester III			
Paper	Code	Title of the Paper	Credits
1	MGT - 541	Specialization 1, paper III	3+0
2	MGT - 542	Specialization 1, Paper IV	3+0
3	MGT - 543	Specialization 2, paper III	3+0
4	MGT - 544	Specialization 2, Paper IV	3+0
5	MGT - 545	Project Report	3+0
6	MGT - 546	Comprehensive Viva	3+0



Detailed Syllabus

SEMESTER-I

MGT - 511: Fundamentals of Management

3+0

Unit 1: Introduction to Management Concept, Definition and Characteristics; Management as an Art or Science; Objectives of business management; Managers roles and responsibility, Management Theories and Practices;

Unit 2: Planning Introduction (concept, definition and characteristics); Types of Planning; Planning Process; Management by objectives. Organizing Introduction (concept, definition and characteristics), Organizing Process; Span of Management; Line and staff relationship(s); Delegation of Authority; Basis for Departmentalization; Centralization and decentralization

Unit 3: Staffing Introduction; Staffing process; Factors affecting staffing process. Controlling, Control process; Types of control; Controlling Principles; Controlling Techniques;

Unit 4: Directing Introduction; Components of Directing; Principles of Directing; Directing Styles; Tools for Directing Coordinating Introduction; Elements of coordination; Principles of coordination; Approaches of coordination

Unit 5: Decision Making Introduction; Nature and Importance; Process of decision making; Types of Decision Making; Approaches to decision making,

Recommended Books:

1. Principles of Management: Ramesh B. Rudani, McGraw Hill Publications.
2. Management: Robbins&Coulter ,Pearson Publications.
3. Essentials of Management: Koontz and Weihrich, McGraw Hill Publications.
4. Principles & Practices in Management: Nerkar&Chopde, Wiley Publications.
5. Principles of Management: Gupta, S Chand Publications.



MGT - 512: Organizational Behaviour

3+0

Unit 1: Managing organizational Behaviour, Roles, Skills, Disciplines contributing to O.B., Challenges and Opportunities, O.B. Model

Unit 2: Learning and Reinforcement, Barriers to Learning, Approaches, Learning theories, Cognitive and programmed Learning, Positive and Negative Reinforcement .Personality and Perception, Perception & Decision Making

Unit 3: Attitudes and Values, Beliefs, Trust, Work Motivation, Motivation Models, Leadership, Perspectives, Theories, Transformational versus Transactional Leadership

Unit 4: Groups ,Managing Group Dynamics, types, Functions, Models of Groups Development, Group processes, Group Roles, Group Cohesiveness, rganizational Communication, Cross Cultural Communication,

Unit 5: Managing Conflict and Negotiations, Attitude towards conflicts, Stages, Types of Conflicts, Sources of Conflict, Power political Behaviour in Organization, Power and Control issues, Defining power, Sources of Power.

Recommended Books:

1. Organizational Behaviour Text and Cases: Kavita Singh, Pearson Publications.
2. Organizational Behaviour: Chitale, Mohanthy, Dubey, PHI
3. Organizational Behaviour: Debra Nelson, Cengage Publications.
4. Organizational Behaviour: Robbins Stephen, Pearson Publications.



MGT - 513: Accounting and Finance for Managers

3+0

Unit 1: Introduction of Financial Accounting: Importance and Scope, Concepts and Conventions, Overview of Indian Accounting Standards, Principles of Double Entry, Ledger, Preparation of Trial Balance,

Unit 2: Final Statements: Preparation and usefulness of Trading Account and Profit & Loss A/c and Balance Sheet.

Unit 3: Management Accounting: Analysis and Interpretation of Financial Statements, Income Statement, and Common size Statement, Trend Analysis, Ratio Analysis and preparation of Cash Flow as per (AS-3).

Unit 4: Cost Accounting: Introduction of Cost Accounting, Overview of Methods of Costing, Techniques of Cost accounting.

Unit 5: Cost Accounting for Decision Making: Absorption, Marginal and Standard Costing (Material & Labour Variances Only).

Recommended Books:

1. Management Accounting Principles & Practices: Shashi K Gupta & R.K. Sharma, Kalyani Publishers.
2. Accounting for Management: SN Maheshwari & Sunil K Maheshwari, Vikas Publishing House Pvt. Ltd.
3. Financial Management: Khan & Jain, Tata McGrawhill .
4. Accounting for Non-Specialist: Michael Jones, Wiley-India
5. Basic Accounting: Rajni Sofat and Preeti Hiro, PHI Learning (P) Ltd,
6. Essential of Management Accounting: A Murthy & S. Gurusamy, Tata McGraw Hill
7. Cost Accounting: Jawahar Lal, Tata McGraw-Hill.



MGT - 514: Communication Skills

3+0

Unit 1: Fundamentals of Communication: Definition, Features and Objectives of Professional Communication, Communication Channels and Barriers.

Unit 2: Effective Reading and Reading Comprehension, Note making, Paragraph writing.

Unit 3: Essential of Grammar: Parts of Speech, Articles, Models, Sentences and their types. Applied Grammar and its uses, Common errors and Misappropriation. Jumbled Sentences. Basics of Phonetics, Advanced Vocabulary: Synonyms, Antonyms, Homonyms and Homophones.

Unit 4: Effective Listening skills: Listening versus Hearing, Non Verbal Communication, Body Language, Paralanguage and Proxemics.

Unit 5: Public Speaking, Conversation, Dialogue and Debates, Professional Presentations, Group Discussion, Job Interviews

Recommended Books:

1. Professional Communication: Aruna Koneru, Tata McGraw-Hill Publications.
2. Communication Skills: Sanjay Kumar & Pushplata, Oxford Publications.
3. Technical English: Dr. M. Sambaiah, Wiley Publications.
4. Business Communication: M.K. Sehgal and VandanaKhetrapal, Excel Publications.
5. How to succeed in Group Discussions & Personal Interviews by Dr. S. K. Mandal, Jaico Publishing House



MGT – 515: Managerial Economics

3+0

Unit 1: Introduction to managerial economics - Basic characteristics, Decision making, economic analysis, subject matter and scope of managerial economics, managerial economics and other disciplines, application of managerial economics in management. Basic techniques in managerial economics, Opportunity Cost, Ordinal and Cardinal Approach.

Unit 2: Demand and supply - Theory of demand - demand function, marginal utility analysis, indifference curve analysis, income and substitution effect, revealed preference theory, demand forecasting, concept of Supply, Elasticity of Demand, Concept of Equilibrium.

Unit 3: Production, cost and theory of firm - Returns to scale, cost curves, Break even analysis Theory of firm – Profit maximization and sales maximization, Economies of scale.

Unit 4: Demand forecasting Introduction, determinants of demand forecasting, methods of demand forecasting

Unit 5: Market Structure- Price & output decision under different market structures; Perfect Competition, Monopoly, Monopolistic competition, Oligopoly, Price Discrimination and Non-Price Competition.

Recommended Books:

1. Managerial Economics, Geetika Ghosh, Roy Choudhury. Tata McGraw Hill Publication
2. Managerial Economics – An integrative approach, Hirschey Mark, Cengage Learning.
3. Modern Economic Theory, Dewett. K.K. & Chand.Adarsh, Shyamlal Charitable Trust
4. Economics for Management Students: Dholkia, Cengage
5. Managerial Economics: Mote, TMH
6. Managerial Economics: Vanita Agarwal, Pearson



MGT - 516: BUSINESS AND LEGAL ENVIRONMENT

3+0

Unit 1: Business Environment: Nature, Scope and its relevance in Business Decision Making,

Unit 2: Political, Social, Cultural & Economic and Technological Environment. WTO Provisions, Trading Block, Industrial Ecology and Recycling Industry, Industrial Pollution – Air, Water, Land Pollution and Business ethics.

Unit 3: The Indian Contract Act 1872, Essentials of a Valid contract, Void agreements,

Unit 4: Performance of Contracts & its remedies. The Sale of Goods Act 1930 : Formation of a contract, Rights of an unpaid seller, The Companies Act, 1956 :

Unit 5: Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus, Allotment of Shares.

Suggested Readings:

1. Francis Cherumilam, Business Environment
2. Adhikari, M., Economic Environment of Business
3. Sampat Mukerjee, Economic Environment of Business
4. DwijendraTripathi, Business Politics in India
5. Shukla M B, "Business Environment-Text & Cases" Taxmann ,New Delhi
6. Gupta, D., Indian Government & Politics
7. Ruppaswamy, B., Social Changes in India
8. N D Kapoor, Mercantile Law, Sultan Chand, New Delhi.
9. Chawla, Bhasin&Garg, Mercantile Law, Kalyani Publishers, New Delhi
10. Ramaiya, A. Guide to the Companies Act. Nagpur,
11. Wadhwa. V S Datey, Business & Corporate Laws, Taxmann, New Delhi



Semester 2nd

MGT - 521: HUMAN RESOURCE MANAGEMENT

3+0

Unit 1: Concepts and Perspectives on Human Resource Management, Human Resource Management in a changing Environment, Corporate Objective and Human Resource Planning.

Unit 2: Career and Succession Planning, Job Analysis and Role Description, Methods of Manpower Search, Attracting and Selecting Human Resources.

Unit 3: Induction and Socialization, Manpower Training and Development.

Unit 4: Performance Appraisal and Potential Evaluation, Job Evaluation & Wage Determination.

Unit 5: Employee Welfare, Industrial Relations & Trade Unions, Dispute Resolution & Grievance Management, Employee Empowerment.

Suggested Readings:

1. Aswathappa, K. 'Human Resource and Personnel Management', Tata McGraw-Hill, New Delhi, 1997.
2. Edwin B. Flippo, 'Personnel Management', New York, Mc Grew Hill Book Company, International Edition, 1984.
3. Monappa, A & Saiyadain M. 'Personnel Management', 2nd ed., New Delhi, Tata McGraw-Hill, 1966.
4. Pattnayak, 'Human Resource Management', Prentice Hall of India.
5. Mamoria C.B., 'Personnel Management', Himalaya Publication.
6. R.S. Dwivedi, 'Managing Human Resource', Galgotia Publishing Ltd.



MGT – 522: FINANCIAL MANAGEMENT

3+0

Unit 1: Aims and Objectives of Financial Management, Du Pont Analysis, Economic Value Added, Cost – Volume Profit Analysis.

Unit 2: Instruments of long term Finance, share Capital, Debentures/ Bonds, Hybrid Instruments, venture Capital, Time Value of Money , Operating Leverage, Financial Leverage and Combine leverage.

Unit 3: Cost of Different sources of Raising Capital, Weighted Average cost of Capital, Capital Structure, Theories and Optimum Capital Structure.

Unit 4: Capital Budgeting, Methods of Capital Budgeting-Traditional Methods, Pay Back Period, ARR, Discounted Cash Flows, NPV, IRR, Profitability Index

Unit 5: Management of Working Capital-Cash Receivables and Inventory management. Internal Financing and dividend Policy.

Suggested Readings:

1. Hampton, John, 'Financial Decision Making', Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
2. Van Home, James C. 'Financial Management and Policy', 10th ed, New Delhi, Prentice Hall of India, 1997.
3. Pandey I. M., 'Financial Management', Vikas Publication.
4. Khan & Jain, 'Financial Management', Tata McGraw Hill.
5. Prasanna Chandra., 'Financial Management', Tata McGraw Hill.
6. Sharma & Gupta, 'Financial Management', Kalyani Publication.



MGT – 523: MARKETING MANAGEMENT

3+0

Unit 1: Nature and scope of marketing, Corporate orientations towards the marketplace. The Marketing Environment and Environment Scanning.

Unit 2: Marketing information system and Marketing research, Understanding consumer and Industrial markets, market segmentation, Targeting and positioning.

Unit 3: Product decisions, product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decision-promotion mix, advertising, sales promotion, publicity and personal selling.

Unit 4: Channel management-selection, co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing Marketing in the organization.

Unit 5: 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, S. 'Marketing Management Planning Control', New Dehli, 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. SaxenaRajan., 'Marketing Management', Tata McGraw Hill.
8. Sontakki C.N., 'Marketing Management', Kalyani Publication.



MGT – 524: RESEARCH METHODOLOGY

3+0

Unit 1: Statistical basis of managerial decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency — Mean, Median, Mode, Requisite of ideal measures of Central techniques, Merits, Demerits of Mean, Median Mode and their managerial application.

Unit 2: Dispersion Measures of dispersion range, Q.D., M.D., S.D., coefficient of variation, skewness, kurtosis.

Unit 3: Theory of Probability and probability distribution-Mathematical probability, Trial and event, sample space, Simple problem based on sample space, Binomial, Poisson, Normal distribution and their application in business decision making.

Unit 4: Correlation and regression analysis — Karl Pearson's coefficient of correlation, rank correlation, repeated ranks, spears man's rank correlation, regression equation, Regression coefficient, Time Series analysis and forecasting.

Unit 5: Sampling and sample test- purposive sampling, random sampling, null-hypothesis, alternative hypothesis, chi-square test of goodness of fit and T-test for difference of Means and application of these test in management.

Suggested Readings:

1. Gupta, S.P. and Gupta M.P. 'Business Statistics'. New Delhi, Sultan Chand, 1997.
2. Levin Richard I and Rubin David S. 'Statistics for Management'. New Jersey, Prentice Hall Inc., 1995.
3. Elhance, 'Fundamental of statistics for Management'.
4. Kapoor 'Operation Research'



MGT - 525: Computer Application & Management Information System

3+0

Unit 1: Computers : An Introduction Elements of Computer System Set-up; Components of a Computer System.

Unit 2: Introduction to a Spreadsheet software; File Design & Report Design; Data Files : Master & Transaction Files.

Unit 3: Management Information System Design - Defining the Problem, System Objectives, Determining information needs, sources, Development and selection of alternative design.

Unit 4: Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources, Recent Trends in MIS.

Unit 5: MIS and Decision Making - Phases of Decision making process, MIS support at each of the phase of Intelligence, Design & choice. Programmed V/s Non-Programmed Decisions

Suggested Readings:

1. Burch, John and Grudnitski Gary. Information Systems : Theory and Practice, New York, John Wiley.
2. David, Van Over. Foundations of Business Systems. Fort Worth, Dryden.
3. Eliason, A.L. On-Line Business Computer Applications., Chicago, Science Research Association.
4. Estrada, Susan. Connecting to the Internet. Sebastopol, C A, O'Reilly.
5. Information Systems for Modern Management, Robert G.Murdic, Joel E, Ross, James R. Clagget PHI, New Delhi.
6. Management Information Systems, Gordon B Davis,M.H. Olson, Prentice Hall, New Jersey

MGT – 526: Summer Training/ Internship

3+0