

Course Objective:**Total Periods: 40 (4 Credits)**

The present course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behaviour.

Course Structure:

- Unit I- Understanding Organization, Behaviour and OB:** Organization as a Social Unit, Concept of Learning Organization, Roles and Skills of Managers, Challenges and Opportunities of OB.
- Unit II- Bases of Individual Behaviour:** Basic individual differences (ability and biographical characteristics); **Personality:** Meaning, "Big -Five" Personality Traits.
Perception: Meaning, Role of Object,
Learning: Meaning, Theories: Classical Conditioning, Operant Conditioning and Social Learning; Methods to shape Behaviour.
- Unit III- Groups in Organization-Groups:** Types, their development stages, concept of role, Transactional Analysis,
Stress and Conflict: Meaning and causes of stress, types of conflicts, coping strategies for stress and conflict; negotiation skills.
Communication: Process, types, barriers; Grapevine.
- Unit IV- Leadership and Organizational Change:** Concept, Trait, Behavioural and Contingency (Fiedler, Hersey and Blanchard) theories; leadership styles, successful and effective leadership.
- Unit V- Organizational Change:** Concept, Resistance to and Managing Change.

REFERENCE:

1. Laurie J. Mullins: Essentials of Organizational Behaviour, Pearson Learning
2. Ian Brooks: Organizational Behaviour, Pearson Learning
3. Stephen P. Robbins: Organisational Behaviour, Prentice Hall Inc.
4. L. M. Prasad: Organisational Behaviour, Sultan Chand & Sons
5. Kieth Davis: Organisational Behaviour, McGraw Hill
6. Fred Luthans: Organisational Behaviour, McGraw Hill

Course Objective:**Total Periods: 40 (4 Credits)**

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. Further, acquainting students with all modern and universally applied research concepts, tools and techniques and encouraging them to apply their acquired theoretical knowledge to real-life situations are paramount course objectives.

Course Structure:

Unit I- Introduction to Business Research: Meaning and Significance of Research in Business; Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research.

Unit II- The Research Problem and Design: Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Exploratory Research Design (Secondary Data and Qualitative Research), Descriptive Research Design (Survey and Observation) and Causal Research Design (Experimentation); Potential Sources of Errors in Research.

Unit III- Sampling Design and Measurement Techniques: The Sampling Design Process; Types of Sample Design –Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.

Unit IV- Data Collection Tools and Data Processing: Questionnaire and Observation Forms; Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation
Analysis of Data- Basic Data Analysis – Descriptive Statistics; Hypotheses Testing.

Unit V- Business Research Report: Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up.

REFERENCE:

1. Cooper and Schindler: Business Research Methods, Tata McGraw Hill, New Delhi
2. Malhotra N. K.: Marketing Research – An Applied Orientation, Pearson Education, New Delhi
3. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
4. Saunders, Lewis & Thornhill: Research Methods for Business Students, Pearson Education, New Delhi
5. Panneer Selvam: Research Methodology, Prentice Hall of India, Delhi
6. Beri G.C : Marketing Research, Tata McGraw Hill, New Delhi
7. Karlinger, Fred N.: Foundations of Behavioural Research.
8. Mohsin, S.M.: Research Methods in Behavioural Research.
9. Tull & Hawkins : Marketing Research, Prentice Hall of India, Delhi

Course Objective:**Total Periods: 40 (4 Credits)**

This paper intends to acquaint the student with the management of different operational aspects of organizations especially with respect to the manufacturing, assembling and servicing processes with numerical and quantitative technical value addition.

Course Structure:

- Unit I- Introduction to Operation Research:** Managerial Decision Making and, Different Models of Operation Research: Principles and Types, Nature and Scope of Related to other Functional Area of Business, Duties and Responsibilities of Personnel.
- Unit II- Introduction to Linear Programming:** Formulation of Linear Programming Problems Graphical Solution to Two Variable Problems, Simplex Method and Its Applications, Duality in linear programming, Primal and dual LP problems.
- Unit III- Transportation problems:** Introduction, Initial Basic Feasible Solution: North West corner rule, Least Cost method, Vogel's Approximation method. Optimality test, Modified Distribution (MODI) Method and Stepping Stone Method.
- Unit IV- Construction of a Network Diagram:** Application of Networks in Project Management: Program Evaluation and Review Technique (PERT) Model, Determination of Critical Path, Distribution of Project Completion Time, Critical Path Method (CRM) Model, Application of CPM and PERT Models.
- Unit V- Game Theory:** Introduction, Technology, Classification, Payoff Making, Maximum and Minimum Strategies, saddle Point, Mixed Strategies – Games without Saddle Point.

REFERENCE:

1. Thompson W.W.: Operations Research Technique, Coloumbus, Ohio, C. E. Merrill Books (1967)
2. Acoff & Susoni M.: Operations Research
3. Levin R. I., Rubin D. S. & Stinson J.P.: Quantitative approaches to management, Mcgraw, Hill
4. Bierman H., Bonini C. P. & Houseman W. H.: Quantitative analysis for business Decision, Richard D. Irwin Inc. ('65)
5. Hiller F. S. & Lieberman G. J.: Introduction to Operations Research
6. Taha H. A.: Operations Research an Introduction, Prentice Hall of India Pvt. Lts., New Delh
7. Gupta P K and Hira D. S.: Operations Research, S.C. Chand
8. Shenoy G. V., Sherma S. C. & Srivastava U. K.: Operations Research for Management

Course Objective:**Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

Course Structure:

- Unit I- **Introduction:** Meaning, Functions, Scope and Limitations of Management Accounting, Financial Accounting Vs. Management Accounting.
- Unit II- **Break-Even Analysis:** Meaning, Graphic presentation, Preparation of break-even charts and their interpretation, Managerial uses of Break-even analysis.
- Unit III- **Marginal Costing:** Meaning of Marginal Cost, Analysis of Incremental costs and revenues, Management Application of Marginal Income Accounting.
- Unit IV- **Budgeting:** Definition of a budget, Kinds of budgets, Preparation of a Budget, Budgetary Control, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting.
- Unit V- **Standard Costing:** Meaning, Types of Standard and their revision, Difference between budgeting and standard costing. Kinds of Variances, their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead.

REFERENCE:

1. Anthony Robert N. & Reece James S : Management Accounting, Irwin
2. Anthony Robert N & Welsch Glenn A: Fundamentals of Management Accounting, R.D. Irwin
3. Hongren Charles T.: Introduction to Management Accounting, Pearson Education India
4. Bhattacharya S. K. & Dearden John: Accounting for Management, Tata McGraw-Hill Pub. Co. Ltd., ND
5. Hingorani N. L., Ramanathan A. R. & Grewal T. S.: Management Accounting, Sultan Chand & Sons.
6. Khan M. Y. and Jain P. K.: Management Accounting ,Tata McGraw-Hill Publishing Co. Ltd., New Delhi
7. Kishore Ravi M.: Taxman's Advanced Management Accounting

Course Objective:**Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

Course Structure:

- Unit I- **Concept of finance:** Scope and objectives of finance, Functions of Financial Management.
- Unit II- **Concept and Principles of Capital Structure:** Leverage Analysis – operating, financial and combined leverage and its implications.
- Unit III- **Dividend Decision:** Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.
- Unit IV- **Time Value of Money:** Risk and return analysis, Concept and significance of cost of capital and its computation Concept and Significance of Capital Budgeting.
- Unit V- **Working Capital Management:** Meaning, Significance and factors influencing the level of working capital management .Management of cash, receivables and inventory.

REFERENCE:

1. J Fred Weston & Eugene F. Brigham: Managerial Finance, Akrov Publications
2. Franklin R. Edwards & Cindy W. Ma: Futures and Options, McGraw-Hill, Inc.
3. James Van Horne: Essentials of Financial Management, Prentice Hall
4. Walker E. W.: Essentials of Financial Management, Prentice Hall
5. Srivastava, R. M.: Financial Management, Sterling Publishers Private Limited, New Delhi
6. Srivastava, R. M.: Essentials of Business Finance, Himalaya Publishing House
7. Prasanna Chandra: Financial Management, Tata McGraw-Hill
8. Pandey, I. M.: Financial Management, Macmillan India

Course Objective:**Total Periods: 40 (4 Credits)**

The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

Course Structure:

Unit I- Basics of Project Management: concept- Project Environment – Types of Projects- Project life Cycle
Project proposals – Monitoring project progress – Project appraisal and project selection- Identification
of Investment opportunities- Source of new project ideas, preliminary screening of projects –
Feasibility studies and reports.

Unit II- Market feasibility: Market survey – Categories of Market survey – steps involved in conducting market
survey – Demand forecasting techniques, sales projections.

Unit III- Technical feasibility: Production technology, materials and inputs, plant capacity, site selection, plant
layout, site preparation, Managerial Feasibility Project organization and responsibilities. Development
of Programme Evaluation & Review Technique (PERT) – Benefits of PERT.

Unit IV: Financial Analysis: Capital Expenditure – Criteria and Investment strategies – Capital Investment
Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost of project and means of financing –
Estimation of cash flows – Estimation of Capital costs and operating costs; Forecasting income –
Preparation of detailed financial projections Breakeven point.

Unit V: Project Management: Project implementation and review - project planning – project control – human
aspects of project management – prerequisites for successful project implementation – project review.

REFERENCE:

1. Gido: Effective Project Management, 2e, Thomson, 2007.
2. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review",
TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
3. Damodaran, "Corporate Finance", John Wiley Publications.
4. Erhardt & Brigham, "Principles of Corporate Finance", Thomson, 2006.
5. Singh M.K, "Project Evaluation and Management".
6. Prasad N.K, "Principles and Practice of Cost Accounting", 8. Pahwa, HPS, Project Financing.
7. Clifford F. Gray, Erik W. Larson, "Project Management, the Managerial Emphasis", McGraw Hill, 2000.