

101: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

OBJECTIVES

The purpose of this course is help the students to understand management functions, to familiarize themselves with the practice of management, to develop an understanding of behavioural process of the organizations as a whole, and to cultivate an insight into the individual behaviour at work place.

UNIT-I

Meaning, Nature and Scope of Management; Emergence of Management Thought ó Classical, Neo-Classical and Modern Theories; Roles, Skills and Responsibilities of Managers; Universality of Management Principles; Functions of Management; Comparative Management ó Japanese, American and Indian.

UNIT-II

Planning and Decision Making ó Process, Premises, Types of Plans; Decision ó Making ó Process, Types of Decisions, Creativity in Decision Making, Techniques; Control ó Process and Techniques.

UNIT-III

Organizations ó Meaning, Principles, Types of Organizations; Organizational Behaviour ó Meaning and Scope; Models of OB; Contributing Disciplines to OB: Emerging Challenges for OB: Organizations as Social Systems.

UNIT-IV

Foundations of Individual Behaviour; Individual Differences; Basic understanding of Attitudes, perception, Personality, and Learning; Work Motivation ó Theories and Applications; communication ó Process, Forms, Barriers and Effectiveness.

UNIT-V

Group Dynamics ó Overview of Groups, Types, Stages, Group Decision ó making; Interpersonal Relationship; Inter ó group Dynamics ó Interactions, Influencing Factors; Leadership Concept, Theories, and Effectiveness.

SUGGESTED READINGS;

1. Koontz, H. and Welrich, H; Management, Mc Graw Hill, 1995
2. Luthans, F. Organizational Behaviour, McGraw Hill, 1995
3. Robbins, Stephen P, Management, Englewood Cliffs, Prentice Hall Inc, 1996
4. Robbins, Stephen P, Organizational Behaviour; Sultan Chand & Sons, New Delhi, 202.
5. Gregory Moorhead and Ricky W Griffin; Organizational Behaviour ó Managing People and Organizations, Jaico Pub. Ouse, Bombay, 200
6. Stoner, J. et. Al. Management, New Delhi, Prentice Hall of India, 200
7. Prasad, LM; Organizational Behaviour; Sultan Chand & Sons, New Delhi, 202

102 Management Science – I

Objectives: The objective of the course is to make the students familiar with some basic statistical techniques. The main focus however is in the application of these tools and techniques in business decision.

Section I

Introduction, Definition of Statistics, Process of Statistical Investigation, Frequency Distribution and their Analysis ó Measures of Central Tendency, Measures of Dispersion.

Section II

Correlation Analysis, Introduction to Multiple and Partial Correlation, Regression Analysis: Estimation using Regression Lines. Probability theory and Probability Distributions ó Binomial, Poisson and Normal Distributions.

Section III

Estimation – Point Estimation and Interval estimation.

Hypothesis Testing – One sample test, Two Sample Test, T-Test, F-Test, And Analysis of Variance.

Section IV

Non-Parametric Tests, Advantages of Non-Parametric Test, Chi-Square Test, The Sign Test, Rank Sum Test, The Kruskal-Wallis Test, Spearman's Rank Correlation Test.

Section V

Time Series – Variations in Time Series Trend Analysis, Methods of Measuring Trend Cyclical Variations, Seasonal Variations.

Recommended text:

- M P Gupta & S P Gupta, "Business Statistics".
- Richard I Laviw & David S. Rubin, "Statistics for management".
- S P Gupta, "Statistical Methods".

COURSE NO. 103

MANAGERIAL ECONOMICS

OBJECTIVE OF THE COURSE:

The objective of this course is to make the students conversant with such basic concepts and tools of economic analysis, which have an important bearing on managerial decision-making, which would enable the students to understand the economic forces governing industry and business.

Unit-I

ECONOMIC BACKGROUND TO MANAGEMENT:-

Economics as discipline, the economic problem, the circular flow of economic activities, functions of an economic system. The business firm and its objectives.

Unit-II

MANAGERIAL ECONOMICS:

Nature & Scope of Managerial Economics, Five Fundamental Concepts in decision making: Incrementalism, Marginalism, The Equimarginal Principle, The Time Perspective, The Discounting Principle, The Opportunity Cost.

Unit-III:

Types & Determinants of Demand, Law of Demand, The Elasticity of Demand, Elasticity of Demand, Demand Forecasting; Approaches to Forecasting, Forecasting Methods.

Unit-IV:

COST ANALYSIS:

Cost concept, nature, types and managerial uses of cost, Determinants of Costs, Production function, Break-even analysis.

Unit-V:

PRICE ANALYSIS:

Pricing, Methods & Strategies of Pricing, Price Discrimination, Psychological Aspects of Pricing. Price determination in Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.

Recommended Texts: -

- D.C. Hauge: Managerial Economics, Analysis for Business Decisions.
- H. Craig Petersen
W. Cris Lewis : Managerial Economics.
M. Adhikari : Managerial Economics.
 - L. Robbins:- An Essay on the Nature and Significance of economic Science.
 - Christopher:- Savagte and John R. Small: Introduction to Managerial Economics.
 - Leftwich Price System and Resources Allocation.
 - W.W. Haynes` V. L. Mote and S. Paul: Managerial Economics, Analysis and Cases.

104 BUSINESS ENVIRONMENT.

COURSE CONTENTS:

UNIT-I:

1. System Approach to Management, Open Systems Approach, Strategic Planning, Need for Environmental Scanning, Different Aspects of Business Environment.
2. History of Indian Business, Medieval and Modern Era, Contemporary Business Scene in India.

UNIT-II:

3. State and Markets, Changing Government ó Business Relationship, Liberalization and Globalization.
4. Changes in Company, Anmti-Trust Foreign Investment and Labour Laws.

UNIT-III:

5. Economic Policy, Industrial, Fiscal and Monetary Policies, Business Support Systems and Financial Structure of Indian Economy.
6. Social Change in India, Urbanization, Middle Class Revoluti9on, Caste and Communal Tensions, Indian Psyche Gender and Social Inequalities, Indian Cultural Ethos and Global Culture, Westernization and Sanskritisation.

UNIT-IV:

7. Business and Politics in India, Centre-State Relationships and other Constitutional Problems related to Business, Fundamental Rights and Directive Principles.
8. Technological Environment, Patenting Laws-National and International R. & D. Scene, Technology Transfer from Lab. To Industry and Internationally. Information Technology Environment.

UNIT-V:

9. Multinational Corporations, Public Sector and Privatization, Atytracting Foreign Investment, MNCø and Nation States, WTO.
10. Future outlook for society, Polity and Economy Business in 21st Century, ecology and Sustainable Development.

105: INDIAN EITHOS AND VALUES

PURPOSE

The purpose of this course is to familiarize the students with the Indian work ethos, values and styles of management. Further the students will be helped to develop their inner and outer capability to face the challenges with equanimity.

UNIT-I

Concept of Values; Types of Values; Human Values in Management; Relevance of Values in Modern Management; Values for Managers.

UNIT-II

Leadership and Human Values; Inter-personal Relations and Human Values; Stress Management and Human Values; Team Building and Values.

UNIT-III

Indian Insights into TQM; Work Ethos; Indian Culture and Spirituality ó Lessons for Management.

UNIT-IV

Techniques for improving inner capacity ó Meditation, Yoga, Silent Sitting and Singing; Spirituality and work;

UNIT-V

Dominant Indian Values and Organizational Effectiveness; Need for Values in Global Change ó Indian Perspective: Teaching Ethics in Management Schools.

SUGGESTED READINGS

1. Chakraborty, S. K. Foundations of Managerial Work ó Contributions from Indian Thought, Himalayan Publishing House, New Delhi, 1998.
2. Chakraborty, S. K. Managerial Effectiveness and Quality of Work Life ó Indian Insights, Tata Mc Graw Hill Publishing Company, New Delhi, 1987.
3. Chakraborty, S. K. Management by Values ó Towards Cultural Congruence, Oxford University Press, New Delhi, 1992.
4. Ananta K. Giri values, Ethics and Business; Rawat Publications, Jaipur, 1998.
5. Education in Values ó A Source Book; NCERT, New Delhi, 1992.
6. Sri Aurobindo: The Messages of the Gita.
7. Different Issues of Journal of Human Values.
8. Kaushal S.L. ó Business Ethics, Deep and Deep Publications, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

106 ACCOUNTING FOR MANAGERS

UNIT-I

Accounting and its functions, Concepts and Conventions in Accounting. Accounting Cycle. Double Entry System. Books of Original Entry, Ledger Posting & Balancing. Cash Book, (Columner) Sales Book, Purchase Book.

UNIT-II

Trial Balance and Preparation of Final Accounts (including manufacturing account) relating to Sole Proprietor. Elementary Introduction of Final Accounts of a company.

UNIT-III

Depreciation, Concepts, Methods of Charging Depreciation and Ratio Analysis

UNIT-IV

Fund Flow Statement.

UNIT-V

Application of Marginal Costing in Decision Making.

Recommended Texts: -

1. Belverd E. Needles, Marian Powers, Suran V. Crosson, - Accounting for Decision Making, ((Pub. Cenagage Learning.)
2. Amrish Gupta - Financial Accounting Management (An Analytical Perspective) (Pub. Pearson Education)
3. Vyuprakash Sharan - Fundamental of Financial Management (Pub. Pearson Education)
4. R.S. Singal - Financial Accounting (Pub. V.K. India Enterprise)
5. Ashok Banerjee - Financial Accounting & Managerial Emphasis (Pub. Excel Books)
6. N.P. Srinivasan, M. Sakthivel Murugan- Accounting for Management.
7. R.K. Gupta - Advanced Financial Accounting (Pub. S. Chand)
8. R. Narayanaswamy - Financial Accounting . A Managerial Perspective (Pub. PHI).
9. J.R. Edwards, Marriot - Introduction to Accounting (Pub. Sage Publication)