

**SUBJECT ID : COM 1.1**  
**Principles of Management**

**Objectives**

To develop understanding of the students about the basic **Principles of Management** and its various processes. It would serve as a foundation course for the students of PGDM Program.

**Contents:**

<b>Topics</b>	<b>Indicative Hours</b>
Management : Concept, functions, skills and challenge	2
Evolution of Management theory <ul style="list-style-type: none"> <li>• Scientific Theory</li> <li>• Classical Theory</li> <li>• HR Theory</li> <li>• Recent Developments</li> </ul>	4
Bureaucracy, Theory X & Y, Theory Z	2
Management, Organizational & Natural environments	2
Issues in Management <ul style="list-style-type: none"> <li>• Globalization</li> <li>• Corporate Culture and Cultural Diversity</li> <li>• Total Quality Management</li> </ul>	4
Fundamental and types of planning	2
Strategic and Operational plans	2
Planning premises and forecasting	2
Decision Making	2
Fundamental of Organizing	2
Fundamental of Staffing	2
Span of control, Line of Control	2
Designs and forms of Organization Structure	2
Organization structure of Airtel	2
Organizational Politics	1
Training and Development	2
Performance Appraisal	2
Fundamental of Directing	2
Motivational Theories and Productivity	4
Leadership	2
Power and Authority, Delegation of Authority	2
Conflict and Coordination	2
Fundamental of Controlling	2
Operational Control Technique	2
MBO	1
Values and Ethics for Managers	2
Case Study	4
<b>Total</b>	<b>60</b>

**References:**

1. Prasad, L.M.: Principles and Practices of Management, *Sultan Chand and Sons.*
2. Rao, V.S.P.: Management, *Excel Books*
3. Stoner: Management, *Printice Hall of India*

**SUBJECT ID: COM 1.2  
MANAGERIAL ECONOMICS**

**Objectives:**

1. The objective of this SUBJECT paper is to explain the concepts of applied microeconomics.
2. The emphasis shall be on Theory of Demand, Market System, Production Analysis, Theory of Cost etc. The Behavior of individual economics agent shall be examined.

**Contents:**

<b>Topics</b>	<b>Indicative Hours</b>
Introduction to Managerial Economics, Demand & Supply Basic framework, Objectives of business firm, Profit Maximization.	6
Central Problems of an Economy, Steps of Economic Growth, The Economic Problems, Subject matter of Managerial Economics, How the Central Problems of Economics are solved	5
Theory of Consumer Behavior: Cardinal and Ordinal approaches to Consumer behavior, Rational behavior, Consumer's Equilibrium and demand analysis. Choice consideration under Risk and Uncertainty.	5
Demand functions, Demand Elasticity, Derivation of Market demand, Demand forecasting, Methods of demand forecasting.	5
Theory of Production: Isoquants, Iso-cost lines, Production Function Laws of Variable Proportion, Returns to scale.	4
Traditional Theory of Cost	4
Modern theory of cost estimation of cost function.	4
Market Structure: Concept of market, A General Analysis, Equilibrium of the firm and industry under perfect competition	4
Price determination under perfect competition, price discrimination,	3
Price and output under Monopoly, Monopolistic and Oligopoly Competition	3
Alternative Theory of Firms: Baumols' Sales Revenue Maximization model, Marris Model of the Managerial Enterprise, Williamson's model of managerial discretion, Behavioral model of Cyert and March.	4
Information Economics –Asymmetric Information & Market Failure, Externalities and Public goods.	4
Theory of Games: Two person zero sum game, Non zero sum game	3
The Prisoner's Dilemma, Game theory and Competitive Strategy, The Nash Equilibrium, Dominant Strategy, Maximum and Minimum Strategies	3
<b>Case studies</b>	<b>3</b>
<b>Total</b>	<b>60</b>

**Readings:**

1. Damodaran Suma – Managerial Economics, Oxford Publication
2. Pandit B.L.(DSE), Transmission of Monetary Policy & The Bank Lending Channel; Analysis & Evidence for India (DRG Study, Department of Economic Analysis & Policy, RBI), Jan 2006
3. Hirschey Mark – Economics for Managers, Thomson Publication
4. Petersen Craig H. etal. – Managerial Economics, Pearson Education
5. Dominick Salvatore - Managerial Economics, Oxford Publication
6. Atmanand – Managerial Economics, Excel Books
7. Mithani D.M. - Principles of Economics, Himalaya Publishing House
8. Dwivedi D.N. - Managerial Economics, Vikas Publication

**SUBJECT ID - COM 1.3**

**FINANCIAL & MANAGEMENT ACCOUNTING FOR DECISION MAKING**

**Objectives:**

This course intends to

1. Develop understanding of financial statements including consolidated financial statement. Capture techniques of financial statement analysis, enable understanding of accounting standards, and develop knowledge of using electronic database containing financial information.
2. Develop basic understanding of Cost and Management accounting
3. Introduce budgetary control and standard costing techniques as control mechanisms
4. Impart analytical techniques of cost estimation and cost analysis.

**Contents:**

<b>Topics</b>	<b>Indicative Hours</b>
Accounting Principles, Book-Keeping, Financial Accounting ,	3
Accounting Mechanics: Rules of Debit & Credit, Types of accounts	3
Preparation of Journal, Ledger, Trial Balance	2
Trading & Profit and loss Account, Balance sheet.(Analysis of balance sheet of blue chip companies like Tata Motors, Tata Steel , Infosys , TCS ,RIL etc.)	3
PLR / LIBOR, Accounting for Depreciation, Depreciation Ratio	2
Indian and International Accounting Standards	3
Financial Statement Analysis tool- Preparation of Cash Flow Statements	3
Financial Statement Analysis tool - Preparation of Funds flow statements,	3
Financial Statement Analysis tool- Ratio Analysis and comparative analysis	3
Introduction to Management Accounting and Cost accounting- Background- Definition & objectives, importance, compare and contrast between Cost Accounting –Management Accounting – Financial accounting.	3
Introduction to Various Cost & Management Accounting control techniques for strategic & managerial decision making.	2
Nature of cost, cost units, cost centers, element of costs, costing methods,	2
Accounting, analysis and cost control for various overheads	2
Allocation, apportionment and absorption of Overheads	2
Preparation of Cost Sheet under Job costing , Process costing and Activity based costing	3
Marginal costing- Meaning, characteristics, significance and limitations, Practical Application of Marginal costing in decision making, difference between marginal and absorption costing with numerical	2
Budget and Budgetary control ,Zero based budgeting, Activity based budgeting, Concept of life cycle budgeting, Operational and Master budgets	3
Standard costing and Variance analysis; Material, Labour and Overhead variances.	3
Introduction to strategic cost management – Value chain analysis, Target costing, quality costing.	3
Practical Exercises using TALLY	10
<b>Total</b>	<b>60</b>

**Readings:**

1. Bhattacharyya, A. K.: Financial Accounting for Business Managers, *PHI*.
2. S.P. Agrawal & P.C. Jain: Advanced Financial Accounting Theory & Practice, *New Age International*
3. Khan and Jain: Management Accounting , *Tata McGraw-Hill*
4. Pandey I M: Management Accounting , *Vikas*
5. Ravi M. Kishor: Cost & Management Accounting, *Taxmann*
6. Bernstein, L.A. and John J. Wild: Financial Statement Analysis, McGraw Hill *International*
7. Nitin Balwani: Accounting & Finance for Managers, *Excel Books*

**SUBJECT ID: COM 1.4**  
**BUSINESS STATISTICS**

**Objectives:** To develop working knowledge on statistical techniques and appreciation of applications thereof for solving business problems.

**Contents :**

<b>Topic</b>	<b>Indicative Hours</b>
Introduction to statistics <ul style="list-style-type: none"> <li>• Role of statistics in management</li> <li>• Descriptive statistics</li> <li>• Inferential statistics</li> </ul>	2
Measures of <b>central tendency</b> <ul style="list-style-type: none"> <li>• Mean</li> <li>• Median</li> <li>• Mode</li> <li>• Partition values               <ul style="list-style-type: none"> <li>○ Quartiles</li> <li>○ Deciles</li> <li>○ Percentiles</li> </ul> </li> </ul>	1 1 1 2
Measures of dispersion <ul style="list-style-type: none"> <li>• Range</li> <li>• Mean deviation</li> <li>• Quartile deviation</li> <li>• Standard deviation</li> <li>• Coefficient of variance</li> </ul>	1 1 1 1 1
Correlation and regression <ul style="list-style-type: none"> <li>• Linear and non linear correlation</li> <li>• Partial and multiple correlation</li> <li>• Rank correlation</li> <li>• Linear and non linear regression</li> </ul>	2 2 1 1
Skewness and Kurtosis	3
Index numbers	2
Probability theory <ul style="list-style-type: none"> <li>• Addition law of probability</li> <li>• Multiplicative law of probability</li> <li>• Conditional probability</li> <li>• Baye's theorem</li> </ul>	1 1 1 1
Probability distributions <ul style="list-style-type: none"> <li>• Poisson distribution</li> <li>• Binomial distribution</li> <li>• Normal distribution</li> </ul>	1 1 1
Sampling methods	1
Testing of hypothesis <ul style="list-style-type: none"> <li>• Parametric tests               <ul style="list-style-type: none"> <li>○ z-test</li> <li>○ t-test</li> <li>○ F-test</li> <li>○ Analysis of variance (ANOVA)</li> </ul> </li> <li>• Non-parametric tests               <ul style="list-style-type: none"> <li>○ Chi-square test</li> </ul> </li> <li>• P-value method</li> </ul>	1 1 2 2 3

<b>Practical Exercises</b>	
<ul style="list-style-type: none"> <li>• Use of MS-Excel/ SPSS for representing the data in <ul style="list-style-type: none"> <li>○ Different table formats</li> <li>○ Different graphs</li> </ul> </li> <li>• Use of MS-Excel for calculating <ul style="list-style-type: none"> <li>○ Mean</li> <li>○ Standard deviation</li> <li>○ Correlation coefficient</li> <li>○ Regression coefficient</li> </ul> </li> <li>• Use of SPSS for <ul style="list-style-type: none"> <li>○ Calculating correlation coefficient</li> <li>○ Applying various tests of significance <ul style="list-style-type: none"> <li>▪ z-test</li> <li>▪ t-test</li> <li>▪ F-test</li> <li>▪ Analysis of variance (ANOVA)</li> <li>▪ Chi-square test</li> </ul> </li> <li>○ Interpreting the results of the tests of significance by P-value method</li> </ul> </li> </ul>	<p>1 2 1 1 1 1 1 2 2 2 1 2 2 20</p>
<b>Total Practical Periods</b>	<b>20</b>
<b>Total</b>	<b>60</b>

**Readings:**

1. Hadley, G.: Introduction to Business Statistics, *Holden – Day, San Francisco.*
2. Sincich Terry: Business statistics, *Prentice Hall.*
3. Obul Reddy D., Chikkodi, C.M. and Satyaprasad, B.G.: Quantitative Techniques, *Himalaya Publishing House.*
4. Gupta, S.P.: Statistical Methods, *S. Chand publications.*
5. Beri, G.C.: Business Statistics, *Tata McGraw Hill.*
6. Shrama, J.K.: Business Statistics, *Pearson.*

**SUBJECT ID: COM 1.5**  
**ORGANIZATIONAL BEHAVIOR**

**Objectives:**

To enhance understanding of the dynamics of interaction between the individual and the organization and to facilitate the development of a perspective to diagnose and effectively deal with the issues of human behavior in organization

**Contents:**

Topics	Indicative Hours
Overview of Organizational Behaviour : Concept, Models and Challenges	4
Attitude: Concept, Process of attitude formation & change	3
Perception : Concept and Process	2
Factors affecting perception & selection	2
Social Perception & its application in management	3
Attribution Theory	1
Personality : Concept and Trait Theory	3
Motivation Process	2
Content & Process Theories, Motivational strategy for employees	2
OB – Models	2
Emotional Intelligence & Intelligence Quotient	3
Individual and Group Decision Making Process	3
Group Dynamics	2
Understanding Teams, Essential of a Team, Self – Managed Teams	4
Leadership : Concept, Role, qualities of an efficient manager & selfless leader	3
Behavioral & Contingency Theories	3
Recent Leadership theories & issues	3
Organizational Power and Politics	3
Organizational conflict	3
Stress Management and Well-being	2
Organization Structure, Organization Charts	3
Case Study	4
<b>Total</b>	<b>60</b>

**Readings:**

1. Robbins, S.P. & Sanghi, S.: Organizational Behaviour, *Pearson Education*.
2. Newstorn & Davis, K.: Organizational Behaviour, *Tata McGraw*.
3. Pareek, Udai: Organizational Behaviour, *Oxford*.
4. Chandan, J.S.: Organizational Behaviour, *Vikas*.
5. Dwivedi, R.S.: Organizational Behaviour, *MacMillan*.
6. Luthans, F.: Organizational Behaviour, *McGraw Hill*.

**Research Journal:**

1. Metamorphosis, A journal of management Research, Indian Institute of Management, Lucknow
2. Decision, Indian Institute of Managemnet, Calcutta
3. Research Journal: Management and labour studies, XLRI, Jamshedpur

**SUBJECT – ID: COM 1.6**

**COMPUTER APPLICATIONS IN MANAGEMENT**

**Objectives:**

1. Learn how to use popular computer applications and link them for executing desktop information requirements such as collation analysis, dissemination etc.
2. Learn enough about computer hardware and functionality to be able to shop intelligently for setting up a desktop.

**Contents:**

<b>Topics</b>	<b>Indicative Hours</b>
<b>Basic Concepts of Computers: Introduction</b> and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit). Microprocessor, Intel and AMD	2
Types of memory and memory hierarchy SRAM / DRAM; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers , Motherboard, Memory	2
<b>Essential Components of computers available</b>	2
<b>Hardware:</b> (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices Hard Disk, Pan Drive, Tapes etc., Optical storage devices, Flash Memory , Mouse.	2
<b>System Software:</b> Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.	2
<b>Operating System:</b> Definition, Functions, Types and Classification, Elements of GUI based operating system: Windows-Use of menus, tools and commands of windows operating system, Microsoft OS.	2
<b>Database Management System :</b> Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS Examples.	2 2
<b>Computer Networks:</b> Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (Servers, workstations, network interface cards, hub, switches, cables, etc.) Examples of wireless network and brand available.	2 2 2
<b>Internet:</b> Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like www.	2
FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines.	2
E-mail, Web browsing, searching, downloading & uploading from Internet.	2
<b>E-commerce:</b> Introduction, Comparison between Traditional commerce and e-commerce.	3
Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.	3
<b>Applications of Information Technology:</b> Information Technology (IT) applied to various functional areas in a Company, such as Production / Operations, Marketing, Human Resource, Finance and Accounting and Materials Management / Purchase Management.	2 2 2
<b>Practical Lab</b>	<b>20</b>
<b>Total</b>	<b>60</b>

**LABORATORY: COMPUTER APPLICATIONS IN MANAGEMENT**

**Contents:**

<b>Topics</b>	<b>Indicative Hours</b>
<b>Based on Ms Office 2003 or 2007 : MS Word</b> Basics of MS-Word,; Application of these softwares' for documentation and making reports; Preparation of questionnaires, presentations and tables	1 1
<b>Based on Ms Office 2003 or 2007 : Ms Excel</b> Lab: Build basic worksheets, Practice basic functions and formulae, data analysis and graphs and suitable features; Basic macros; Exercises using MS Excel	1 1 1
Import / export of data in different formats. Link with other products in the range of Word Processors, Databases, Spreadsheet etc.	2 2 1
<b>Based on MS Office 2003 or 2007 : Ms Power Point</b> Building Presentations. Create a presentation with proper effect of animation/ pictures/graphs etc; Exercise using MS PowerPoint	2 1
Exchange contents with a Word editor.	1
<b>MS Access 2003 or 2007:</b> Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.	2 2
<b>Internet:</b> Creating an Email account, managing e mail account. Searching through various search engines. Like Google, Yahoo, Rediffmail, MSN	1 1
<b>Total</b>	<b>20</b>

**Readings:**

1. Sinha, P.K.: Computer Fundamentals, *BPB Publication (Latest Edition)*.
2. Potter Turben Rainer: Introduction to Information Technology, *Wiley Pub.*
3. Laudon, K.C. & Laudon, Jane P.: Management Information System, *Dorling Kindersley (india) Pvt Ltd.*
4. Leon: Fundamentals of Information Technology, *Vikas Pub.*
5. Cyganski: Information Technology: Inside and Outside, *Pearson.*
6. Kishore, Swapna and Naik Rajesh: SQL for Professional, *TMH.*
7. Andersen and Virginia: Access-The Complete Reference, *BPB.*
8. Basandra S. K.: Computers Today, *Galgotia.*
9. Kakkar D.N. and Goyal R.: Computer Applications in Management, *New Age.*

**SUBJECT-ID: COM 1.7**  
**BUSINESS COMMUNICATION**

**Objectives:** This course is designed to give students a comprehensive view of communication, its scope and importance in business, and the role of communication in establishing a favorable outside the firm environment, as well as an effective internal communications program.

**Contents:**

<b>Topics</b>	<b>Indicative Hours</b>
<p><b>Business Communication</b> Meaning and significance of good English communication; principles of business communication; means of communication - oral, written, visual, audio-visual; essentials of a good business letter, etc.</p>	5
<p><b>Business Correspondence</b> <u>Personnel</u>: Drafting of interview letters, call letters and offer of appointment; provisional Appointment letters; final letters of appointment; employee disciplinary matters :show-cause notices, charge sheets, letters of dismissal and other disciplinary actions.  <u>Purchase</u>: Requests for quotations, tenders, samples and drawings; test orders; complaints and follow-ups.  <u>Sales</u>: Drafting of sales letters, circular letters, preparation of sale notes with conditions of sale; status inquiries; preparation of market survey reports; reports to sales manager such as sales promotion matters; drafting of advertisements for Media / Websites.  <u>Accounts</u>: Correspondence with various agencies : customers - regarding dues, follow up letters; banks - regarding over-drafts, cash credits and current account, insurance companies - regarding payment, renewal of insurance premium, claims and their settlement; public authorities like Provident Fund Commissioner, post and telegraph authorities, regarding payment of provident fund contributions; installation of new connections and payment of telephone bills; payment of sales tax/VAT, Service Tax, Income Tax, Customs Duty, Property Tax..  <u>Secretarial</u>: Correspondence with shareholders and debenture-holders pertaining to dividend and interest, transfer and transmission, Minutes of Meeting, Agenda of Meeting. <u>Miscellaneous</u>: Resume, Letter of Application, goodwill messages, condolence letters. <u>Use of e-mail</u>, fax, telephonic conversation with focus on speaking and listening ability, mock interview, debate and G. D.(lab practice)</p>	8  5  7  10  5  5
<p><b>Administration and Miscellaneous</b> Drafting of telegraphic and facsimile messages, messages through electronic media; public notices and invitations; representations to Trade Associations, Chambers of Commerce and public authorities, like DDA/GDA, MCD, Concept of email, Subject CC, BCC.</p>	5
<p><b>Inter-departmental Communication</b> Internal memos; office circulars; office orders; office notes; representation to chief executive and replies thereto; communication with regional/branch offices.</p>	5
<p><b>Preparation of Press Releases</b></p>	5
<b>TOTAL</b>	<b>60</b>

**Readings:**

1. Lesikar, Raymond: Basic Business Communication, *Irwin*.
2. Bovee, Courtland, L. and Thill, John V.: Business Communication Today, *TMH*.
3. Treece, Malra: Successful Communication for Business and Management, *PHI*.
4. Sharma R.C and Mohan Krishna: Business : Correspondence & Report writing, *Tata McGraw Hill*.
5. *Sehgal M.K. & Khetrpal V.: Business Communication Excel Books.*
6. Pal Rajendra: Business Communication ,*Sultanchand & Sons Publication*.

**Subject – ID COM 1.8  
Marketing Management**

**Objectives**

1. To understand and appreciate the concept of marketing in theory and practice.
2. To evaluate the environment of marketing and develop a feasible marketing plan (process)
3. To focus students' attention on the theoretical and practical difficulties of devising and implementing market-led strategic change.
4. To recognize and discriminate between various management strategies & marketing.

**Contents:**

<b>Topics</b>	<b>Indicative Hours</b>
Marketing Definition & Meaning of - Goods, Service and Processes	2
Markets (B2B, B2C)	2
Differences between Marketing and Selling	1
Exchange Process Product Life Cycle , 4 P's of Marketing	1
Developing Marketing strategies and plans	2
Gathering information and scanning the environment (Competition)	2
Conducting marketing research and forecasting demand (MR Agencies)	2
Creating consumer value, satisfaction and loyalty	3
Analyzing Consumer market	2
Analyzing Business Market	2
Identifying market Segmentation and Target Markets	3
Brands and Brand Loyalty	3
Crafting Brand positioning	2
Dealing with competition	3
Selling product strategies	2
Dealer / Distributor Channels (Examples)	2
Designing and Managing Services	2
Developing pricing strategies and programs	3
Designing and Managing value networks and channels.	3
Designing and managing Integrated Marketing Communication	3
Managing Mass Communication – Advertising, Sales Promotion, Events and Public Relations with the examples in Indian Market Place.	3
Managing Personal Communication – Direct Marketing and Personal Selling	3
Introducing new market offerings / Product offering	3
Importance of customers / Customer Service / Concentrated markets	2
Case Studies	4
	<b>60</b>

**References:**

1. Kotler P. and Keller: Marketing Management, *Prentice Hall, India*
2. Etzel, J. Michael, Walker, J. Bruce and Stanton, J. Williams and Pandit, Ajay: Marketing Management, *Tata McGraw Hill*