

**RAJIV GANDHI INSTITUTE OF MANAGEMENT AND SCIENCE, KAKINADA
MBA (REGULAR – R16) ISEMESTER- BATCH – 2017-2019**

SYLLABUS

- **PRINCIPLES OF MANAGEMENT**
- **MANAGERIAL ECONOMICS**
- **ACCOUNTING FOR MANAGERS**
- **MANAGERIAL COMMUNICATION & SOFT SKILLS**
- **BUSINESS ENVIRONMENT**
- **QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**
- **INFORMATION TECHNOLOGY LAB (100% LAB)**

PRINCIPLES OF MANAGEMENT

UNIT 1:

INTRODUCTION OF MANAGEMENT

Management: Definition – Importance – Managerial Roles – Functions of management – Classical theory – Scientific management - Administrative theory – Behavioral Theory – Management science – Integrative perspective – System theory – Socio – technical theory – Contingency theory – Comparing theories

UNIT 2

PLANNING AND ORGANIZING

Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning. Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of authority – Factors affecting delegation of authority – Span of management – Centralization and decentralization of Authority.

UNIT 3

DIRECTING AND CONTROLLING: Definition of Co-ordination – Significance and principles of Coordination – Leadership behavior and styles – Leadership in cross cultural environment. Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.

UNIT 4

DECISION MAKING: Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom's Participative decision making model – challenges and problems in decision making

UNIT 5

CONTEMPORARY ISSUES IN MANAGEMENT: MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card – Time Management – BPOs – Stress Management causes and remedies – JIT – TQM – Six Sigma – CMM levels

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Kumar, Rao, Chhalill: Introduction to Management Science . Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
4. V.S.P. Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K. Anbuvelan, Principles of Management, University Science Press, 2013.
6. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
7. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.

MANAGERIAL ECONOMICS

UNIT 1:

INTRODUCTION TO MANAGERIAL ECONOMICS

Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle , Risk & uncertainty.

UNIT 2:

DEMAND ANALYSIS

Elasticity of demand, types and significance of Elasticity of Demand -Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques,law of Supply, Elasticity of Supply.

UNIT 3:

SUPPLY AND PRODUCTION ANALYSIS

Production function, Marginal Rate of Technical Substitution,Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale andLaws of returns.

UNIT 4:

COST THEORY AND ESTIMATION: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves– Average total cost curve – Cost - Volume – Profit analysis

UNIT 5:

MARKET STRUCTURE AND PRICING PRACTICES

Features and Types of different Markets – Price- Outputdetermination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain’s limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
10. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.

ACCOUNTING FOR MANAGERS

UNIT 1

ACCOUNTING PROCESS

Definition of accounting - Accounting Concepts and conventions – Accounting Cycle - Classification of accounts - Accounting equations – Static and dynamic nature of accounting - Users of accounting information - Books of original entry, ledger - Preparation of Trial balance

UNIT-2

FINAL ACCOUNTS

Preparation and Presentation of income statement - Balance Sheet with Adjustments - Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements

UNIT-3

FINANCIAL ANALYSIS

The scope and purpose of financial analysis - financial statement analysis - Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds – Preparation and analysis of funds flow statement and cash flow statement.

UNIT-4

COST ACCOUNTING CONCEPTS

methods of costing, techniques of costing - role of cost accounting - Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet under different cost heads

UNIT-5

COST BEHAVIOR AND DECISION MAKING

Behavioral classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis and decision making - Break Even analysis - Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity Utilization - Plant shutdown or continue decision CVP under conditions of uncertainty – sensitivity analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Shankar Narayana, Ramanath: “**Financial Accounting for Management**”, Cengage Learning, New Delhi.
3. Ramachandran N, Ram Kumar Kakani: “**Financial Accounting for Management**”, McGraw Hill – 2013.
4. Maheshwari, Maheeshwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi, 2013
5. Amberish Gupta: “**Financial Accounting for Management**”, Pearson Education, 2012.
6. Dr. Jawahar Lal: “**Accounting for management**”, Himalaya Publishing house, New Delhi, 2012.
7. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
8. Dr. V.R. Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
9. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

MANAGERIAL COMMUNICATION & SOFT SKILLS

UNIT 1

ROLE OF COMMUNICATION IN BUSINESS

Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication – Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

UNIT 2

MANAGING ORGANIZATION COMMUNICATION

Formal and Informal Communication – Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

UNIT 3

MANAGING INTERPERSONAL COMMUNICATION

Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

UNIT 4

BUSINESS WRITING SKILLS

Significance of Business Correspondence - Essentials of Effective Business Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

UNIT 5

PRESENTATION SKILLS

Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview techniques – Communication etiquettes.

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References:

1. Mallika Nawal: "Business Communication", Cengage Learning, New Delhi, 2012.
2. Kuberudu B and Srinivasa Krishna K: "**Business Communication and Soft Skills**", Excel Books, 2008.
3. Meenakshi Rama: "**Business Communication**", Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: "**Organisational Communication**", JAICO Publishing House, New Delhi.
6. Sathya Swaroop Debasish, Bhagaban Das" "**Business Communication**", PHI Private Limited, New Delhi, 2009.
7. R.K. Madhukar: "**Business Communication**", Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T. Wahl: "**Business and Professional Communication**", SAGE, New Delhi, 2012.
9. Sangita Mehta, Neety Kaushish: "**Business Communication**", University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: "**Business Communication Skills**", Everest Publishing House, New Delhi 202011

BUSINESS ENVIRONMENT

UNIT 1

BUSINESS ENVIRONMENT

Importance at national and international level – problems and challenges– factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.

UNIT 2

STRUCTURE OF INDIAN ECONOMY

Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

UNIT 3

FISCAL POLICY

Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – Critical analysis of the recent fiscal policy of Government of India - Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.

UNIT 4

INDIA'S TRADE POLICY

Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

UNIT 5

LEGAL FRAME

special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

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References:

1. Shaikh Saleem: "**Business Environment**", Pearsons, New Delhi,
2. Veena Keshav Pailwar: "**Economic Environment of Business**", PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: "**Business Environment**", Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: "**Essentials of Business Environment**", Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: "**Business Environment Text and Cases**", Excel Books New Delhi, 2011.
6. Sundaram and Black: "**International Business Environment Text and Cases**", PHI Private Limited, New Delhi.
7. Avid W Conklin: "**Cases in Environment of Business**", Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: "**International Business Environment**", Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: "**WTO-Text and Cases**", Excel Publication, New Delhi.
10. Government of India, **Latest Economic Survey Report**.

QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

UNIT 1

BASIC MATHEMATICAL & STATISTICAL TECHNIQUES

Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

UNIT 2

INTRODUCTION TO DECISION THEORY

Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

UNIT 3

LINEAR PROGRAMMING

Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

UNIT 4

TRANSPORTATION, ASSIGNMENT MODELS & GAME THEORY

Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT 5

P.E.R.T. & C.P.M. AND REPLACEMENT MODEL

Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

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References

1. N.D.Vohra: "*Quantitative Techniques in Management*", Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, "*Operations Research: Theory and Applications*", Macmillan Gupta S.P:
3. "*Statistical Methods*", S. Chand and Sons, New Delhi,
4. Anand Sharma: "*Quantitative Techniques for Business decision Making*", Himalaya Publishers, New Delhi, 2012;
5. D P Apte: "*Operation Research and Quantitative Techniques*", Excel Publication, New Delhi, 2013
6. Hamdy, A.Taha: "*Operations Research: An Introduction*", Prentice-Hall of India, New Delhi 2003.
7. Anderson: "*Quantitative Methods for Business*", Cengage Learning, New Delhi 2013
8. Sancheti, Dc & VK Kapoor, "*Business Mathematics*", S Chand and Sons, New Delhi

INFORMATION TECHNOLOGY LAB (100% LAB)

UNIT 1

INTRODUCTION OF VARIOUS SOFTWARE USED FOR BUSINESS

Significance in the current business environments - Introduction of software MS Office, SQL.

UNIT 2

FINANCIAL MODELING

Present value of cash flows, Valuations, Financial ratio analysis, Forecasting, Trend analysis of data, Random input generations

UNIT 3

STATISTICS FOR MANAGEMENT

correlation and regression analysis data presentation techniques. Spreadsheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

UNIT 4

DATA COLLECTION AND ANALYZING TECHNIQUES

Chats, Flow diagrams TQM methodologies

UNIT 5

Preparation and presentations of Mini projects assigned for course work of first semester.

References:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi.