

MGT100 - Economics for Managers**Course Objectives:**

- To Understanding the basic concepts of managerial economics ,economic goals of the firms and optimal decision making.
- To gain an understanding of core economic principles and how they apply to a wide range of real-world issues.
- To master the theoretical and applied tools necessary to critique and create economic research.

Course Outcomes (COs):

- Understand basic economic concept & theory applicable to decision making within the firm
- Apply demand forecasting techniques.
- Apply production and cost concepts.
- Analyze pricing under different market structures.
- Evaluate the macro-economic components for effective managerial decision making.

Articulation Matrix

(Program Articulation Matrix is formed by the strength of correlation of COs with POs and PSOs. The strength of correlation is indicated as 3 for substantial (high), 2 for moderate (medium) correlation, and 1 for slight (low) correlation)

CO/PO/PS O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
CO1	3	-	1	-	-	-	-	-	-	-	-
CO2	-	3	-	1	-	1	-	-	-	-	1
CO3	2	-	3	-	-	-	2	-	-	1	-
CO4	-	3	-	2	-	-	1	-	-	-	-
CO5	-	1	3	-	2	-	-	1	-	-	-

High-3 Medium-2 Low-1

Unit-I**12 Hours**

THEORY	MICRO-ECONOMICS:- Prologue to micro-economics and its significance, Microeconomics and Macroeconomics, Scope of ME, Importance of ME, Functions of Managerial Economist. Basic Economics Problem and Forces to Resolve it, Sectors of Indian Economy.
ACTIVITIES & CASE STUDIES	Case Study 1:- Metamorphosis of the Indian Economy (Concept:-Mixed Economy) Case Study 2:- Decision Making at Asian paints

Unit-II**12 Hours**

THEORY	DEMAND AND SUPPLY: Demand functions, Determinants of Demand, Individual and Market Demand, Indifference curve approach and Consumer's Equilibrium, Income and Substitution effects, Concepts of Supply, Shift in Demand and Supply curves, Determination of equilibrium price and quantity, Elasticity of Demand and Supply, Demand forecasting, Utility theory & concept of consumer surplus.
ACTIVITIES & CASE STUDIES	Case Study 1:- Monetization of Gold (Concept-Market Equilibrium) Case study 2:- Micro Factors Affecting Demand for Tanishq Products Practical Exercise:- 1.) List a few products that are: (a) substitutes and (b) complements in the market 2.) Do you come across instances where you see that law of demand is not being followed? Quote such instances. 3.) Give examples from real life situations, where a price ceiling or price floor has been imposed.

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Unit-III		12 Hours
THEORY	PRODUCTION AND COST: Production Function, Laws of Production: Law of Variable Proportions and Returns to Scale, Equilibrium of the Firm, Concept of Revenue. Concept of Short run and Long run, Different Accounting & analytical Cost , Relation between Average costs and Marginal Costs, , Break-even analysis.	
ACTIVITIES & CASE STUDIES	Case Study 1:- Death of Dumb Phones (<i>Concept-Technological Change</i>) Case study 2:- Real World- Advantages of just-in-time Production Practical Exercise:- 1.)Consider any one manufacturing company and note down its production in units for the last 5 years. Also try to find out what inputs do they use in their production. 2.) Visit any industry unit & classify its cost into fixed & variable cost	

Unit-IV		12 Hours
THEORY	MARKET STRUCTURE: Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.	
ACTIVITIES & CASE STUDIES	Case Study 1:- The Nose-diving Indian Aviation Industry (<i>Concept-Perfect competition</i>) Case study 2:- Paint Industry — From Pure Competition to Oligopoly Practical Exercise:- 1.)Try to find out the organizations closer to monopoly competition in the real world. 2.) Visit local market and classify firms into various market.	

Unit-V		12 Hours
THEORY	MACRO ECONOMIC AGGREGATES: GNP and GDP, Concepts and Measurement of National Income, Determination of National Income, Aggregate Consumption, Consumption Function, NSO in economics Inflation: Causes and Remedies, Balance of Payments-components, Business Cycles-concepts. Monetary Policy: Objectives of Monetary Policy. Functions of the Central Bank. Credit Policy and Its Implications on the Corporate Sector. Fiscal Policy: meaning ,objectives and impact on economy. Money Market, Capital Market and Foreign Exchange Market.	
ACTIVITIES & CASE STUDIES	CASE STUDY 1:- Smoking Costs over 6.5% of National Income to Nations CASE STUDY 2:- Rich getting Richer Practical Exercise:- 1.) Understanding the Statistics by NSO 2.)Understanding Current Monetary and fiscal policy	

REFERENCE(S)

- Managerial Economics - Economic Tool for Today's Decision Makers: Paul G. Keat, Philip K. Y. Young and Sreejata Banerjee, Pearson Education, 6th Ed., 2013.
- Dwivedi DN, Managerial Economics, Vikas Publishing House
- Ahuja HL, Advanced Economic Theory, S.Chand & Sons
- Managerial Economics: Craig H. Petersen, W. Chris Lewis and Sudhir K. Jain, Pearson Education, 5th Ed., 2008.
- Managerial Economics – Foundations of Business Analysis and Strategy: Christopher R. Thomas and S. Charles Maurice, McGraw Hills, 10th Ed., 2011.

Total: 60 Hours

Master's of Business Administration

Semester-I

L-3 T-0 P-0C-3

MGT130: E-Commerce

Course Objectives

- Define E-Marketplaces and list their components.
- List the Major types of Electronic Markets and describe their features.
- Describe the types of Intermediaries in E-commerce and their roles.
- Describe electronic Catalogs, Shopping carts, and search Engines.
- Describe the various types of Auctions and list their characteristics.

Course Outcomes (COs)

1. Understanding the e-commerce and digital marketing fundamentals.
2. Understanding the e-market place and management of SEO and SEM.
3. Apply the e-business strategy in creating value to the business.
4. Apply the e-procurement process towards supply chain management.
5. Analyze the impact of CRM in enhancing the business opportunities.

Articulation Matrix

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CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	-	3	-	-	2	-	1	-	-	-	-
CO2	-	-	2	3	1	-	-	-	-	1	-
CO3	3	-	-	2	1	-	1	-	-	-	-
CO4	-	-	3	-	2	1	-	-	1	-	-
CO5	-	3	2	2	-	-	1	-	-	-	-

High-3 Medium-2 Low-1

UNIT I:

9 Hours

THEORY	Introduction to Digital Marketing and E-Commerce, Digital Media Planning And Buying, Advantages Of Digital Medium Over Other Media, Ethical And Legal Issues In The Field Of Digital Marketing, Impact Of Internet On Consumer Buying Behaviour, Domain Names, Website Hosting, Lead Generation; Website Planning And Creation, Web Analytics, Content Marketing & Strategy, Management responses to e-commerce.
CASE	<ul style="list-style-type: none"> ● In Addition, Teacher May Share & Discuss Case Studies Session For

STUDIES & ACTIVITIES	<p>Deeper Understanding Of The Digital Marketing For Discussion During The Session.</p> <ul style="list-style-type: none"> Analyzing And Adjusting A Marketing Budget CASE STUDY Discussion And Analysis: Moore's Law And Digital Power CASE STUDY – A short history of Facebook business CASE STUDY – eBay – the world's largest e-business
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UNIT II:

9 Hours

THEORY	E-Marketplace and Environment, Business Models, E-business infrastructure components, Managing e-business infrastructure, Search Engine Optimization, Search Engine Marketing.
CASE STUDIES & ACTIVITIES	<ul style="list-style-type: none"> CASE STUDY Discussion and Analysis: Search Engine Optimization That Works CASE STUDY: The impact of B2B reverse auctions CASE STUDY: Innovation at Google Intranets and extranets.

UNIT III:

9 Hours

THEORY	E-business strategy, Strategic analysis, Strategic objectives, E-Marketing, E-marketing planning,
CASE STUDIES & ACTIVITIES	<ul style="list-style-type: none"> CASE STUDY: Capital one creates value through e-business CASE STUDY: Dell gets closer to its customers

UNIT IV:

9 Hours

THEORY	Supply chain management, technology use in SCM, problems in SCM, E-procurement, Understanding e-procurement process, drivers of e-procurement.
CASE STUDIES & ACTIVITIES	<ul style="list-style-type: none"> CASE STUDY: Shell chemicals redefines its customer's supply chain. CASE STUDY: Cambridge consultants reduce costs through e-procurement.

UNIT V:

9 Hours

THEORY	Customer Relationship Management: Marketing applications of CRM, Benefits of e-CRM, Customer acquisition management.
CASE STUDIES & ACTIVITIES	<ul style="list-style-type: none"> CASE STUDY: Tesco.com increases product range and uses triggered communications to support CRM.

Total: 45 Hours

Text Books

- Bajaj Kamlesh and Nag Debjani (2005). E – Commerce. Tata McGraw Hill, New Delhi. Latest Edition.
- Schneider (2015). E-commerce (2015). Cengage Learning. Latest Edition.

- Electronic Commerce: A Managerial Perspective, Turban, E. et al., PrenticeHall-2008.
- Kalakota Ravi (1999). Frontiers of e-commerce. Pearson Education. Latest Edition.

Reference(s)

- Hansom and Kalyanam (2007). E-commerce and web marketing. Cengage Learning. Latest Edition.
- Chaffey (2008). E-business and e-commerce management. Pearson Education. Latest Edition.
- Electronic Business and Electronic Commerce Management, 2nd edition, Dave Chaffey, Prentice Hall, 2006
- e-Learning Tools and Technologies, Horton and Horton, Wiley Publishing.

CLASS	SUBJECT NAME	L	T	P	CREDIT
MBA I SEMESTER (SESSION 2023-24)	MGT220 – STRATEGIC MANAGEMENT	3	0	0	3

OBJECTIVES:

- In this course, the students are to be acquainted with the basic concept of strategic management.
- The course aims at imparting knowledge of formulation, implementation and evaluation of Business Policy and Strategies.
- The emphasis will be on the strategic management significance in real business.

COURSE OUTCOMES:

- CO1:** Understand the concept of strategic management and its basic principles and its usefulness in the field of finance, marketing and human resources.
- CO2:** Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- CO3:** Analyze the various resources and techniques to be applied to achieve the target, making amendments as per the need.
- CO4:** Analyze various resources applied for the project and utility of business ethical values.
- CO5:** Evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.

ARTICULATION MATRIX

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	-	-	-	1	3	-	1
CO2	2	1	1	2	1	1	1	1	2	-	1
CO3	1	1	1	3	2	-	1	1	-	-	2
CO4	1	2	-	2	1	-	2	-	-	-	2
CO5	-	-	-	-	1	-	-	-	-	-	-

High-3 Medium-2 Low-1

UNIT I	THEORY	STRATEGIC MANAGEMENT: Meaning, Need, Types and Process of strategic management, Levels at which strategy operates, Strategic Decision Making, strategic management process. Mission, Vision, Objectives and Goals, Strategic Business Units, Role of Strategic Management in Financial Management, Human Resources and Marketing Management.	9 HOURS
	PRACTICAL APPROACH TO LEARNING	Case Study on: "STATEGISING AT MURUGAPPA GROUP" Azhar Kazmi. Case Study on: "STRATEGIC ASPIRATION OF THE RESERVE BANK OF INDIA" Adela Kazmi. Activity-1: "THE BUSINESS STRATEGY GAMES" are used to analysis and implementation of business decisions. This is a team project and students	

		will be able to make and implement decisions.	
UNIT II	THEORY	STRATEGIC IMPLEMENTATION: project implementation, Issues, procedural implementation, resource allocation, structural implementation & structure for strategies; Organizational design and change; Organizational system; Functional plans and policies Marketing, operations, personnel, financial integration of functional plans and policies; Behavioral implementation-Leadership implementation, corporate culture, business ethics, social responsibilities	9 HOURS
	PRACTICAL APPROACH TO LEARNING	Case Study on: "SUSTAINABLE STRATEGIES AT HINDUSTAN UNILEVER". Azhar Kazmi. Activity: Students need to observe any two organizations to understand resource allocation and prepare a report. Activity: Students prepare a summarized report of the ethics and code of conduct followed in near by institute.	
UNIT III	THEORY	ENVIRONMENTAL ANALYSIS: Concept, components, environment scanning and appraising; Organizational appraisal-Dynamics for internal environment, organizational capability factors, techniques used for organizational appraisal; Strategic alternatives Modernization, diversification, integration, mergers, takeover, joint ventures, turnaround, disinvestment, liquidation, combination, strategic alliance; Strategic choice process; Corporate portfolio analysis-Industry, competition, SWOT analysis, subjective factors in strategic choice, contingency strategies and strategic plan. Environmental Threat and opportunity Profile (ETOP), Strategic Advantage Profile (SAP), case study.	9 HOURS
	PRACTICAL APPROACH TO LEARNING	Case Study on: "BUSINESS ENVIRONMENT IN INDIA FOOD PROCESSING INDUSTRY". Case Study on: "WHAT LIES IN STORE FOR THE RETAILING INDUSTRY IN INDIA" SWOT analysis of any company choose by a team of students and then present their findings of SWOT analysis at the end of the semester.	
UNIT IV	THEORY	STRATEGY ANALYSIS: Concept, Issues in strategy implementation, process & procedural, Resource Allocation, Structural implementation, Budgets, Behavioral Issues – Leadership styles – Charismatic, transformational, visionary, team, cross-cultural & ethical leadership, Corporate culture and values power Social Responsibilities – Ethics, Building capable organization;, Operational Control.	9 HOURS
	PRACTICAL APPROACH TO LEARNING	Case Study on: "COCA COLA V/S PEPSI IN 2010". Case Study on: "AID FOR THE GRAYED: HELPAGE INDIA AT WORK". Analyze and make a comparative study of the proposed Budget of an industrial unit with marginal costing.	
UNIT V	THEORY	STRATEGIC EVALUATION: An overview of strategic evaluation and control: concept, Meaning and nature of strategic evaluation ,Why is Strategy evaluation important, What are the goals of Strategy evaluation, types of control Strategic & operational control, Difference between Operational and Strategic control processes, Criteria of strategy evaluation, Strategy evaluation process & Tools, Steps of Strategy evaluation, Techniques of strategic evaluation and control. Project Feedback.	9 HOURS
	PRACTICAL APPROACH TO LEARNING	Case Study: "HOW APPLLO HOSPITALS TAKES CARE OF STRATEGIC EVALUATION & CONTROL". Case Study: "EXERCISING STRATEGIC EVALUATION & CONTROL AT IGATE". GLOBAL SOLUTIONS".	

**Text books:**

1. Strategic Management: Planning for Domestic and Global Competition, Author: Prof. Arun Kumar & CA. Mohit Bahal, Publication: PHI, India.
2. Strategic Management (Hindi, Paperback, Chitralekha Sinha, Jyoti Kumari Sharma, Dr. A.K. Chaudhary, Aprajita Chaudhary, Publisher: Sahitya Bhawan.
3. Strategic Management, L M Prasad (Author) Publisher: Sultan Chand And Son.
4. Strategic Management and Business Policy -Azhar Kazmi, Publisher: Tata Macro Hill.
5. Strategic Management Authors: R. Maheshwari, Saurabh Agarwal, Publisher: SBPD Publishing House, 2020.

Reference books:

6. Strategic Management, Kennedy B. Reed, Virginia Tech, Publisher: Virginia Tech Publishing.
7. Strategic Management 8th Edition published by Pearson Education, Richard Lynch, Publisher: Pearson Education.
8. FUNDAMENTALS of STRATEGIC MANAGEMENT Second edition, Luis Ángel Guerras-Martín King Juan Carlos & Thomson Reuters Civitas, University, Publisher:
9. Strategic Management: A Competitive Advantage Approach, Concepts book, Publication, Author: Fred David, Forest David
10. Business policy and strategic management-Jauch & Glueck.

Class: MBA II SEM 2023-24	L	T	P	Credit
Subject Name: MGT 400 – BUSINESS LAW	3	0	0	3

Course Objectives:

1. Knowledge: Basic and broad knowledge in business laws in management.
2. Ability to apply concepts, principles and theories to understand simple business laws.
3. Global Perspective: Awareness of the different business laws.

Course Outcomes: CO's

CO1 Student will understand the relevance of business law to individuals and businesses

CO2 Students will understand the fundamental legal principles behind contractual agreements.

CO3 Students will apply the knowledge of how businesses can be held liable in tort for the actions of their employees.

CO4 Student will be apply the ability to use legal and fiscal structure of different forms of business organizations

CO5 Student will analyse the problem solving techniques and to be able to present coherent, concise legal arguments.

Articulation Matrix

CO/PO/PS O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
CO1	3		2	-	-	1	-	-	-	-	-
CO2	3	1	-	2	-	-	-	-	2	-	-
CO3	2	-	3	-	1	-	-	-	-	1	-
CO4	-	3	-	-	-	-	1	-	-	-	1
CO5	-	1	3	-	-	-	-	1	-	-	-

High- 3 Medium -2 Low – 1

UNIT I	THEORY	INDIAN CONTRACT ACT, 1872: Initiation of Law, Various Sources of Law, Impact of law on Society & Business Contract Act, 1872 – Definition & Nature of Contract, Types of contract, Essential elements, breach of contract.	9 HOURS
	PRACTICAL APPROACH TO LEARNING	<ul style="list-style-type: none"> ● Role Play Activities ● Case Study Discussion And Analysis: Indian Contract Act (Carlill Vs. Carbolic Smoke Ball Co And Balfour Vs Balfour) ● Assignments ● Presentation On Above Topic 	
UNIT II	THEORY	SALE OF GOODS ACT, 1930: Nature of contract of sale, Conditions & Warranties, Transfer of ownership, Performance of contract of sale, Rights of unpaid seller, Remedies for breach of contract, Auction sale.	9 HOURS
	PRACTICAL APPROACH TO LEARNING	<ul style="list-style-type: none"> ● Guest Lecture On Business Law ● Case Study Discussion And Analysis On Sale Or Agreement To Sell, Case Study On Warranty (Chhunna Mal Ram Nath Vs. Mool Chand Ram Bhagat) ● Assignments ● Presentation On Above Topic 	
UNIT III	THEORY	NEGOTIABLE INSTRUMENTS ACT, 1881: Nature of Negotiable Instruments of Promissory Notes, BOE, Cheque, Parties of NI. Holder & Holder in due course, Liability & Negotiation, Presentation of N.I., Dishonor of N.I., Discharge from liability, Crossing of Cheque, Banker & customer, Hundi, Miscellaneous provision.	9 HOURS
	PRACTICAL APPROACH TO LEARNING	<ul style="list-style-type: none"> ● Expert Lecture On Law ● Case Study Discussion And Analysis On Negotiable Instrument Act (Dalmia Cements V. Galaxy Trading Agencies) ● Assignments ● Presentation On Above Topic 	

UNIT IV	THEORY	INDIAN PARTNERSHIP ACT, 1932: Nature of Partnership, Partnership deed, Registration of firms, rights of partners, Kinds of Partners, Relationship between partners, Minor as Partner, dissolution of firms.	9 HOURS
	PRACTICAL APPROACH TO LEARNING	<ul style="list-style-type: none"> ● Role Play Activities ● Case Study Discussion And Analysis On Apple, Inc. For Business Law Students ● Assignments ● Presentation On Above Topic 	
UNIT V	THEORY	CONSUMER PROTECTION ACT, 1986: Recent Developments In Consumer Protection In India, Consumer Forum for Grievance INFORMATION TECHNOLOGY ACT, 2000: The Information Technology Act 2000; Aim, objectives, scopes, concept, provisions; Attribution, Electronic record; Digital Signature Certificate.	9 HOURS
	PRACTICAL APPROACH TO LEARNING	<ul style="list-style-type: none"> ● Role Play Activities ● Case Study Discussion And Analysis (Manjeet Singh Vs. National Insurance Company Ltd. & Anr) (V.N. Shrikhande Vs. Anita Sena Fernandes) ● Assignments ● Presentation On Above Topic 	

Text books:

- Elements of Mercantile Law – N.D.Kapoor
- Kapoor, N.D. Business Laws, Sultan Chand and Sons.
- Sreenivasan, M.R.Business Laws, Margam Publications.
- Dhandapani,M.V.Business Laws, Sultan Chand and Sons.
- BadreAlam,S.&Saravanel,P.MercantileLaw
- Pillai,R.S.N.&Chand,S,BusinessLaw, S Chand & Co, Delhi



Reference books:

- Ramaswamy,K.N.,BusinessLaw, S Chand & Co, Delhi
- Shukla,M.C,BusinessLaw , S.Chand &Co.
- Balachandran.V&Thothadri.S,BusinessLaw,VijayNicoleImprintsPvt.Ltd.
- Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
- Business Law by N.D. Kapoor, Sultan Chand & Sons

PG: Master's of Business Administration
Semester-I

L-4 T-0 P-0 C-4

MGT580 - Managing Organization

Course Objectives:

- The students will be able to understand the human interactions in an organization find what is driving it and influence it for getting better results in attaining business goals.

Course Outcomes (COs):

- **CO1-** Understand of the concept of organizational behavior to understand the behavior of people in the organization.
- **CO2-** To understand about the authority and responsibility, and different organizational structure
- **CO3-** Application of knowledge to deal with the complexities associated with perception and learning of the individuals in the organization
- **CO4-** To apply of the approaches of team leadership and organizational climate and culture.
- **CO5-** Analysis of different management techniques using the various style and approaches

Articulation Matrix

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CO1	3	1	-	-	-	1	2	-	-	-	2
CO2	3	-	1	-	1	-	-	1	-	-	-
CO3	-	3	-	1	-	2	-	-	-	-	-
CO4	-	-	-	3	1	-	1	1	-	-	-
CO5	1	3	-	-	-	-	-	2	1	-	-

High-3 Medium-2 Low-1

Unit-I		12 Hours
Theory	Approach of Management - Social Responsibilities of Business-Manager and Levels in Management - Managerial Skills. Planning - Characteristics of a sound Plan, Scope and Limitations, Short Range and Long Range Planning, Flexibility in planning, Steps in Planning Process. Management by Objectives (MBO) - Policies and Strategies – BCG,SWOT,GE Nine cell- Scope and Formulation - Decision Making - Techniques and Processes.	
Practical Approach	Case study- Is Management really a Profession? Activity- Illustrate an example of managerial activities you ever involved in and enlist the purposes of each of them	

Unit-II		12 Hours
Theory	Organizing: Organization Structure and Design – Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organizational design - Mechanistic vs. Adoptive Structures - Formal and Informal Organization- Organizational Structure –Line, Staff, Line & staff	
Practical Approach	Case study- <ol style="list-style-type: none"> 1. Go Ahead – Meeting Competition through Successful Organizational Structure 2. The Lowering of the Pirates' Flag at Apple Activity- Choose three organizations of your choice in the FMCG industry. <ol style="list-style-type: none"> a. Analyze their organizational design and structure. b. Differentiate among their productivity on the basis of their structures. c. Analyze the effect of their different structures on their success. 	

Unit-III		12 Hours
Theory	Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types Process - Barriers - Making Communication Effective.	
Practical Approach	Case study on perception. Case Study: Stress Management for Managers - Jane's Story Case Study: The instruction manual the scared customers away	

Unit-IV		12 Hours
Theory	Group Dynamics –Stages of group formation-Group & team-Leadership - Styles – theories Approaches - Power and Politics - Organizational Climate and Culture -Organizational Change and Development.	
Practical Approach	Case study: Teamwork at NASA Case study: Getting the group to Work	

Unit-V		12 Hours
Theory	Management Styles and Approaches: Comparative Management Styles and approaches -Japanese Management Practices Organizational Creativity and Innovation - Management of Innovation - Entrepreneurial Management – Benchmarking Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.	
Practical Approach	<ul style="list-style-type: none"> • Case study on comparative management. • Japanese Management Techniques at Toyota • Examples of Domestic and International Corporations 	

Total: 60 Hours

Reference(s)

1. Organizational Behaviour, Fred Luthns, Mc Graw-Hill
2. Smith, C et al (2011) Remaking Management, CUP, Cambridge
3. Monahan, G (2000) Management Decision Making, CUP, Cambridge
4. Steers et al (2011) Managing Across Cultures, CUP, Cambridge

5. Organizational Behaviour, Robbins and Judge, Pearson
6. Keitner, R and Cassidy, C (2012) Principles of Management, 12th Edition, South Western College Publishing
7. Terry, George R., Principles of Management, Richard, D. Irwin, Inc., Homewood, Illinois.
8. Brech, E.F.L., Management: Its Nature and Significance, Sir Isaac Pitman & Sons, Ltd.

Subject Name	L	T	P	Credit
MGT590 - Business Ethics & Corporate Governance	2	0	0	2

COURSE OBJECTIVES:

- To explain about ethical concepts, models and values, benefits of business ethics.
- To understand the corporate code of ethics, managing ethics in organizations.
- To understand the ethical decision making and concept of social responsibility.
- To understand the various ethical issues in functional areas of business.
- To understand the ethics in relation to gender discrimination, environment, sexual harassment and its legal effects.

COURSE OUTCOMES:

CO1 :-Students will be able to understand ethical practices in organization.

CO2 :-Students will be able to apply ethical codes and manage ethics in organizations and business.

CO3 :-Students will be able to apply ethical decision making and understand the concept of social responsibility.

CO4 :-Students will be able to analyze the work in an ethical manner in various functional areas of business.

CO5 :-Students will be able to analyze and understand the manager roles and responsibilities, gender discrimination, environmental ethics etc.

Articulation Matrix

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CO2	-	3	-	-	-	-	1	-	-	-	-
CO3	3	-	2	-	-	1	-	-	1	-	2
CO4	2	-	-	3	-	-	1	-	-	-	1
CO5	1	-	2	3	-	-	-	1	-	1	-

High-3 Medium-2 Low-1

Unit I: Conceptual framework 6 Hours

THEORY	Nature, concept, Importance and essence of business ethics, What is the purpose of business: profit maximization versus corporate social responsibility. Positive impact of ethics in business, Indian ethics.
ACTIVITIES AND CASE STUDIES	CASE STUDIES:- Apple supplier and labor practices ACTIVITIES:- Situational based role play

Unit II: Philosophical frameworks for ethical decisions

6 Hours

THEORY	Theories:- Western Teleological, Deontological; Indian ethics, community ethics, and positive impact of ethics in business, international business ethics, and globalization of ethical decision making
ACTIVITIES AND CASE STUDIES	CASE STUDIES:- Cyber harassment ACTIVITIES:- THINK LIKE A UTILITARIAN

Unit III: Workplace ethics

6 Hours

THEORY	Workplace ethics in human resources management: hiring, promotions, discipline, discharge and discrimination related to gender, caste and class. Sexual harassment.
ACTIVITIES AND CASE STUDIES	CASE STUDIES:- Atlanta school :- Cheating ACTIVITIES:- Poster making

Unit IV: Marketing ethics

6 Hours

THEORY	Price, packaging & labeling problems; issues related to ethical advertising and communication; consumer protection and product safety.
ACTIVITIES AND CASE STUDIES	CASE STUDIES- New Pharma Ltd., (NPL) ACTIVITIES:- Presentation 2. Three F's

Unit V: Ethical Issues

6 Hours

THEORY	Ethical Issues in Business: transparent financial statements and ethical issues followed by a manager. Ethical choices facing employees: obligation & loyalty to the firm, abuse of official position, bribes & kickbacks, gifts & entertainment. Whistle blowing concept and implementation of ethical policy in the organization.
ACTIVITIES AND CASE STUDIES	CASE STUDIES:- Special steel company limited (SSCL) ACTIVITIES:- Self SWOT with Balanced Scorecard 2. Plan B

TEXT BOOKS

1. Business Ethics and Corporate Governance - Nidhi Chandrokar & Tushar Agrawal (Himalaya Publishing House)
2. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.

REFERENCE BOOKS:

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for the company and your cause, Wiley, 2005.

4. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
5. Satheesh kumar, Corporate governance, Oxford University, Press, 2010.

eSOURCE:

1. <http://lib.bvu.edu.vn/bitstream/TVDHBRVT/15799/1/Business-Ethics.pdf>
2. <http://ndl.ethernet.edu.et/bitstream/123456789/44353/1/221.pdf>
3. <https://www.freebookcentre.net/business-books-download/Business-Ethics.html>
4. <http://www.aspu.edu.sy/laravel-filemanager/files/18/%D9%85%D8%B1%D8%A7%D9%85%D8%B9%20%D8%A7%D9%84%D8%B9%D9%84%D9%88%D9%85%20%D8%A7%D9%84%D8%A5%D8%AF%D8%A7%D8%B1%D9%8A%D8%A9/2019-Business%20Ethics-%20Methods%20And%20Application.pdf>

Total 30 Hour

Prepared By:-

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Approved By:-

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Head of Department(FBAC)

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Subject Name	L	T	P	Credit
MGT640 - Advance Statistical Analysis	3	0	2	4

Objectives:

- To provide a basic understanding about research methodology and its related aspects.
- To Guide students about the importance and utility of Statistics in Business.

Course outcome:-

- CO-1 Understand the basic concepts of research
- CO-2 Apply various data methodology technique on data
- CO-3 Analysis various kinds of research questions and research design.
- CO-4 Evaluate and Apply various statistical tools to test hypotheses and drawing inferences.
- CO-5 Evaluate the hypothesis based on objective framed during the research

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PSO-1	PSO-2	PSO-3
CO-1	3		1								
CO-2		3		1		1					1
CO-3	2		3				2			1	
CO-4		3									
CO-5		1	3					1			

UNIT I	THEORY	Foundation of Research: Definition of Research, importance, types, ethical consideration, Steps in the research process.	12HOURS
	PRACTICAL APPROACH	Problem identification and formulation of research process, formulation of research questions and objectives, *PREARE INTRODUCTION PART OF RESEARCH PAPER	
UNIT II	THEORY	Data collection: Types of data, sources, Data collection methods: Questionnaires, surveys, interviews, observations, focus groups, and secondary data sources	12 HOURS
	PRACTICAL APPROACH	Report Design & Writing: construct Research report, research proposal and Contents of report, Construction of Questionnaire. How to write literature review through research paper. *PREPARE LITERATURE REVIEW PART OF RESEARCH PAPER	
UNIT III	THEORY	Research Design: Features of Research Design	12 HOURS
	PRACTICAL APPROACH TO LEARNING	Experimental, quasi-experimental, and non-experimental designs selection of research design based on research questions, variables. *PREPARE RESEARCH DESIGN PART OF RESEARCH PAPER	
UNIT IV	THEORY	Correlation and Regression: Type, Means, Mode, Median real life example, Hypothesis: Meaning and Concepts	12 HOURS

	PRACTICAL APPROACH	Data Analysis: Descriptive Statistics, Mean, Median and Mode. Standard Deviation and their interpretation, Correlation and Regression Analysis and interpretation of result, Formation of Hypothesis APPLY VARIOUS TOOLS IN RESEARCH PAPER Data analysis through excel and SPSS.	
UNIT V	THEORY	Parametric and Non-parametric test	12HOURS
	PRACTICAL APPROACH TO LEARNING	Z test, T-test, F-test, ANOVA- one way ,ANOVA- two way ,ANOVA, Chi-square *SUBMISSION OF RESEARCH PAPER BY STUDENTS AT THE END OF SEMESTER Data analysis through excel and SPSS.	

Text books:

1. Anderson, Sweeney, William, Camm,(2014). Statistics for Business and Economics.Cengage Learning. Latest Edition.
2. Gupta S. P. (2014).Statistical Methods.Sultan Chand and Sons.Latest Edition.
3. Kothari, C.R., Research Methodology”, Methods and Techniques, New Age International, 6th Edition, 2010.

Reference books:

1. Aczel and Sounderpandian (2008). Complete Business Statistics. Tata-McGraw Hill. Latest Edition.
2. Levin and Rubin (2008). Statistics for Management. Dorling Kindersley Pvt Ltd. Latest
3. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods,11th Edition, Tata McGraw Hill, New Delhi, 20 .

PG: Master's of Business Administration
Semester-I

L-4T-0P-0C-4

MGT650: Accounting for Managers

Course Objectives:

- To orient the students about Financial Statements, its analysis and interpretation for decision making.
- To enable the students to prepare, analyses and interpret financial statements.
- To acquaint the students with the tools and techniques of financial analysis.
- To enable the students to take decisions using management accounting tools.
- To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.

Course Outcomes (COs):

- Understand the fundamentals of principles of financial, cost and management accounting.
- Understand the analysis and interpretation of financial statements.
- Apply the tools and techniques of financial analysis.
- Apply the management accounting tools for decision making.
- Analyze and prepare the reports with the help of accounting tools and able to take managerial decision.

Articulation Matrix

(Program Articulation Matrix is formed by the strength of correlation of COs with POs and PSOs. The strength of correlation is indicated as 3 for substantial (high), 2 for moderate (medium) correlation, and 1 for slight (low) correlation)

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	-	3	-	-	2	-	1	-	-	-	-
CO2	-	-	2	3	1	-	-	-	-	1	-
CO3	3	-	-	2	1	-	1	-	-	-	-
CO4	-	-	3	-	2	1	-	-	1	-	-
CO5	-	3	2	2	-	-	1	-	-	-	-

High-3 Medium-2 Low-1

Unit-I -

12 Hours

THEORY	FINANCIAL ACCOUNTING – Scope, Objectives, Functions. Branches of Accounting: Financial, Cost and Management Accounting, Accounting Concepts and conventions. Journal, Ledger, Trial Balance, Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)
CASE STUDIES & ACTIVITIES	<ul style="list-style-type: none"> • Creation of Journal entries, Ledger and Trial Balance. • Preparation of Final accounts. • CASE STUDY of Modern Coffee House on preparation of financial statement. • CASE STUDY of Rama Sales Corporation on income statement preparation.

Unit-II -

12 Hours

THEORY	FINANCIAL STATEMENT ANALYSIS - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios- Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio problems. Fund Flow Statement, Statement of Changes in Working Capital, Preparation of Fund Flow Statement, Cash Flow Statement Analysis Distinction between Fund Flow and Cash Flow Statement problems
CASE STUDIES & ACTIVITIES	<ul style="list-style-type: none"> • Calculation of various types of ratios. • Preparation of cash flow and fund flow statement analysis. • Financial Statement Analysis – Common Size, Comparative, Ratio and Trend Analysis • CASE STUDY of Aarti Enterprises on Balance Sheet Correction and Ratio.

Unit-III –**12 Hours**

THEORY	MARGINAL COSTING – application of marginal costing, distinction between marginal costing and absorption costing, Breakeven point Analysis, Contribution, p/v Ratio, margin of safety, Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
CASE STUDIES & ACTIVITIES	<ul style="list-style-type: none"> • CASE STUDY of The Achaar Company on BEP Analysis. • CASE STUDY on a Re-look at Break Even Analysis.

Unit-IV:**12 Hours**

THEORY	COST ACCOUNTING: Objectives, Elements of Cost, Cost Sheet (Problems), classification of cost, Cost Unit and Cost Centre, Methods of Costing, Techniques of Costing. Standard costing and variance analysis Reporting to Management, Uses of Accounting information in Managerial decision-making.
CASE STUDIES & ACTIVITIES	<ul style="list-style-type: none"> • Preparation of Cost sheet and Statement of profit. • Variance identification and variance analysis.

Unit-V- BUDGETING**12 Hours**

THEORY	BUDGETING: Budget, Budgeting, and Budgeting Control, Types of Budgets, Preparation of Flexible and fixed Budgets, master budget and Cash Budget and its Problems, Zero Base Budgeting.
CASE STUDIES & ACTIVITIES	<ul style="list-style-type: none"> • Preparation of fixed and flexible budget. • Preparation of budget of an event. • Post Budget analysis of event and analysis. • CASE STUDY on projection: Divya Aushadhi Ltd.

Text Books

- Dr. S.N. Maheswari, Financial Accounting
- Management Accounting – My Khan & P K Jain. Tata Mcgraw hill
- Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 2014
- A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari , 2/e, Vikas Publishing house (P) Ltd.
- Accounting for managers, Madegowda J, Himalaya Publishing House.
- Management Accounting, Principles and Applications – HUGH Coombs, David Hobbs and Ellis Jenkuis – By Sage www.sagepublications.com

Reference(s)

- Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
- Managerial Accounting – Indian Edition Ronald W. Hicton, G. Ramesh and M. Jayadev by Tata Mcgraw Hill.
- Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- Financial Accounting – Raman B. S, Vol I & Vol II, 1 /e, United Publishers, 2009.

Total: 60 Hours**List of e-Learning Resources:**

1. <https://nptel.ac.in/courses/1101071>
2. . <http://www.sxccal.edu/TwinningProgramme/downloads/MBA-AccountingManagers1stYear.pdf>
3. <https://www.pdfdrive.com/accounting-for-managers-interpreting-accounting-information-for-decision-making-e13151347.html>