

# **VEER NARMAD SOUTH GUJARAT UNIVERSITY**

## **MASTER OF BUSINESS ADMINISTRATION**

**( Evening )**

**(With Effect From July 2002)**

### **Semester - I**

CP 101	Managerial Economics
CP 102	Organizational Behavior
CP 103	Managerial Accounting
CP 104	Principles of Management
CP 105	Business Communication
CP 106	Indian Ethos and Values

# **VEER NARMAD SOUTH GUJARAT UNIVERSITY**

**MBA ( Evening )**

**Semester – I**

**CP 101**

**Managerial Economics**

## **Objectives:**

The Objectives of the course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalisation.

The Objective of this course is to given the students an understanding and an appreciation of use of the concepts and tools of economic analysis in relation to managerial decision making and to enable them to understand the economic forces governing industry and business.

## **Course Contents :**

Concepts and Techniques – Nature of business decision-making, marginal analysis, optimisation; Theory of Demand – demand functions, income and substitution effects, revealed preference approach and demand forecasts; Production and Cost- returns to scale, cost curves, break-even analysis; Theory of Firm – profit maximisation, sales maximisation, organisational slack, ownership and control; Market Structure – competition, monopoly, oligopoly, non-price competition; Macro Economics Aggregates and Concepts – GNP and GDP- Aggregate Consumption-Gross Domestic Savings-Gross Domestic Capital Formation-WPI,CPI, and Inflation-Employment-Balance of Payments-Money Supply and Monetary Policy-Fiscal Policy; Concept and Measurement of National Income; Determination of National Income-Consumption Function, Fiscal impact and Investment, Synthesis of Monetary and Real Factors.

## **Suggested Readings :**

1. Adhikary, M. Business Economics.; New Delhi, Excel Books,2000.
2. Baumol, W J. Economic Theory and Operations Analysis, 3<sup>rd</sup> ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O P. Managerial Economics, New Delhi Tata McGraw Hill 1985.
4. Keat, Paul G & Philips K. Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan, 1991.
6. Milgrom, P and Roberts J. Economics, Organization and Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992,

# **VEER NARMAD SOUTH GUJARAT UNIVERSITY**

**MBA ( Evening )**

**Semester – I**

**CP 102**

**Organizational Behaviour**

## **Objectives:**

The basic objectives of the courses is to reflect the latest thinking and practices for creating conduction in behavioural areas among the participants of the programme who have no prior formal exposure or training in the topic, issues and concepts central to organization behaviour. With the broad objectives the goal of the course would be

- (a) To make the participants acquaint about the important concepts and issues, which may influence their behaviour and various competences in practice.
- (b) To help the participants develop their competencies and knowledge that they will need to be as effective professional managers and leaders & role of behavioural science.
- (c) To encourage the students for active involvement in challenging task of developing analytical, perceptual, communication, skill and managing self-esteem,

Programme aims to focus behavioural aspect and its linkage with developing competencies.

## **Course Contents :**

Concept of Organisational Behaviour, Role of Behavioural Factors in Management, Foundation of Organisational Behaviour.

Individual Behaviour : Psychological factors in Human Behaviour Perception : Perceptual selectivity, Managerial Implications, Theories of Personality Development; Personality and Performance; Attitude-its formation and change.

Theories of Motivation : Need Hierarchy, two-Factor Theory X and Theory Y; Theory Z; Motivation-Expectancy models. Immaturity-Maturity.

Leadership : Theories styles and leadership effectiveness; Interaction of individual and organization : organizational Effectiveness-concept and Approaches.

Concept of Organizational change and Development.

Linking the above concepts to developing and influencing competences of individuals as managers.

### **Suggested Reading :**

1. Hellri, Sloaime, Woodman L. : Organisationa Behaviour Pub. By Thomson Learning.
2. Robina S. P. : Organisation Behaviour Pub. By PHL.
3. Davis Kenth : Human Behaviour at Work by Tata Mc Grow Hills Luthans F : Organisation Behaviour Pub. By Tata Mc Graw Hill.
4. Prasad D.H. : Organisation Theory & Behaviour – Sultanchand, 1982.
5. Schein E. H. : Organisational Psychology, PHY, 1983.
6. Hersey P. and Blanchard K.H. : Management of Organisational Behaviour, PHY 1980.
7. Luthan F. : Organisational Behaviour, MC Graw Hills, 1983.
8. Pareek U. et. Al. Behavior Process in Management – Oxford & IBH.
9. Keith, Da is : Human Behaviour at New Delhi, Tata Mc Graw Hill, 1989.
10. Robbins, G.P.: Organisational Behaviour, PHL, 1985.
11. Secord P.F. and Backman C.W., Social & Psychology, Mc Graw Hill.
12. Halloran J. : Applied Human Relations, PHI, 1980.

# **VEER NARMAD SOUTH GUJARAT UNIVERSITY**

**MBA ( Evening )**

**Semester – I**

**CP 103**

**Managerial Accounting**

## **Objectives :**

The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid to decision making . The main purpose is to assist the students in developing skills in problem solving and decision- making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for Planning and Control.

## **Course Contents:**

Financial Accounting – Concept, Importance and Scope, Generally accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation, Financial statement, Analysis, Funds Flow Analysis, The statement of Cash Flows; Management Accounting – Concept, Need, Importance and Scope; Cost Accounting – Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control, Job and Process Costing, Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.

## **Suggested Reading :**

1. Anthony R N and Reece J S. : Accounting Principles, 6<sup>th</sup> ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. : Accounting for Management, Text and Cases. New Delhi, Vikas, 1996.
3. Heitger, L E and Matulich, Serge. Financial Accounting. New York, McGraw Hill, 2990.
4. Hingorani, N L and Ramanathan, A R. : Management Accounting. 5<sup>th</sup> ed., New Delhi, Sultan Chand, 1992.
5. Horngren, Charles etc. Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. Financial and Managerial Accounting. Boston, Houghton Mifflin Company, 1994.
7. Vij, Madhu, financial and Management Accounting. New Delhi, Anmol Publications, 1997.

# **VEER NARMAD SOUTH GUJARAT UNIVERSITY**

**MBA ( Evening )**

**Semester – I**

**CP 104**

**Principles of Management**

## **Objectives:**

The objectives are to acquaint the student with the theory of management as far as it has been built-up as a body of knowledge and to develop in him an integrated approach to management problems.

## **Course Contents:**

Concept of Management, Management and Professions Evolution of Modern Management. Thought, Approaches to managerial Thought, Approaches to Managerial Analysis; Process of Management Coordination as Essence of Management. Planning-steps, long-term and short term planning, objective setting, Management by objectives, Decisions-Making, Rationality in Decision-Making; Effective Decisions, Creativity, policy-Sources and Formulation, Elements of Planning-Programming Policy, Strategy. Organising- Organization Theory-Classical, Neoclassical and Modern Theories and Organization Structure. Designing of Basic structure, Departmentation, Span of Management. Delegation of Authority, Centralisation and Decentralisation of Authority, Relationships, Line and Staff Authority Conflict and Cooperation, committees in Organizations, Modern Organisational Designs-Project, Matrix and free-form, structures. Directing and control –elements of directing-communication process, Media, dimension Barriers in Communication, Effective Communication, human aspect in Control , Management by Exception. Process of Control, Reporting systems for control, Elementary discussion Modern Control Aids-Particularly-Human Resource Act. Management Audit, Social Audit.

## **Suggested Readings:**

1. Prasad L.M.: Principles of Management, Sultan Chand, 1989.
2. Stoner & Freeman: Management(5<sup>th</sup> Edition)PHI, New Delhi.
3. Haynes & Masse: Management Analysis, Concepts and Cases, PHI,New Delhi.
4. Kontz H. & O. Donnell: Essentials of Management, TMcH.
5. Kontz, O'Donnell & Leirich: Management, Mc Graw Hill, Tokyo.

# **VEER NARMAD SOUTH GUJARAT UNIVERSITY**

**MBA ( Evening )**

**Semester – I**

**CP 105**

**Business Communication**

## **Objectives:**

The objective is to make the students acquainted with the basic concepts and techniques of communication that are useful in developing skills of communicating effectively in the corporate world

## **Course Contents:**

The process of communication and the roadblocks, Role of verbal and non-verbal symbols in communication, Barriers that make communication less effective and ways to bring them down, Forms of communication, Listening- anatomy of poor listening, features of a good listener, Spoken communication over phone- challenges and etiquette, Oral presentations- how to plan presentations, how to deliver them, how to develop and display visual aids, how to handle questions from audience, Meetings- ways to make meetings work, Forms of communication in the written mode, Body language of writing letters, memos, tone of writing, E-mail- how to make the e-mail smart, Reports- how to write reports, Proposals

## **Suggested Readings:**

1. Mathukutty M. Monipally, Business Communication Strategies, New Delhi: Tata Mc-Graw-Hill Publishing Company Limited, 2001
2. Khosla A. R. , Drafting and Official Correspondence
3. Leyland and Priow, Communicating Facts and Ideas in Business
4. Janis and Dressner, Business Writing

# VEER NARMAD SOUTH GUJARAT UNIVERSITY

MBA ( Evening )

Semester – I

CP 106

Indian Ethos and Values

## Objective:

The objective of the course is to make the students aware about the great Indian values and the significance of these values in the management of 21<sup>st</sup> Century businesses.

## Contents:

An Introduction to the values of Indian Society; The concept of the Human Values, Managerial Values in Corporate World – Organizational values and role of organizational culture; Indian Ancient scriptures and Vedic values – The Ramayana. The Mahabharata, Puranic Values, Important tenets from Islam, Christianity, Jainism, and Buddhism, Kautilya's Arthashastra; Studies on qualities of great Indian Leaders – The Rama, Lord Krishna, Akbar the Great, Maharana Pratap, Chhatrapati Shivaji, Guru Govindsingh and Mahatma Gandhi, Autobiographies of great Indian corporate Leaders like Lala Shree Ram, Sheth Jamnalal Bajaj, Raja Ghanshyam Das Birla, Shri T.V.S. Iyengar, Jamshetji N. Tata, Phiroz Godrej, Azim Premji, K. R. Narayanmurthy, V. Kurian. Standards; Empirical Evidences of use of moral standards in Practice; Ethics in Decision – Making and Making moral Decisions, Ethics in Practice.

## Suggested Readings :

1. Chakraborty, S.K.: Ethics in Management – Vedantic Perspectives; Oxford University Press, Delhi-1997.
2. Chakraborty, S.K: Management by Values – Towards Cultural Congruence, Oxford University Press –1998.
3. Chakraborty, S.K : Human Values for Managers, Wheeler Publishing, New Delhi, 1995.
4. Chakraborty, S.K : Management Effectiveness and Quality of work life – Indian Insight Tata Mc-Graw Hill Publishing Company, New Delhi, 1987.
5. Gandhi M.K. : The story of My Experiments with Truth Navjeevan Publishing House, Ahmedabad, 1972.
6. Fritz & eha ; David I : Business Ethics, Mc Graw Hill International Editions New Delhi-1997.
7. Kamala R. P. : Kautilya Arthashastra, Part 1,2 and 3, Motilal Banarsi Das, Delhi-1988.
8. Kunga G.B. : Immortal Love of Rana, Lancer Publishers, New Delhi-1993.
9. Lal P. : The Mahabharata of Vyasa, Vikas Publishing House, New Delhi – 1980.