



**MBA1<sup>st</sup>YEAR(SEMESTER– I)**  
**ChoiceBasedCreditSystem(SchemeofStudies&Examinationw.e.f.2018-19)**

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam
			L	T	P						
DSC	MBA-101-C	Management Concepts and Applications	4	-	-	4	75	25	-	100	3 hours
DSC	MBA-103-C	Managerial Economics	4	-	-	4	75	25	-	100	3 hours
DSC	MBA-105-C	Financial Reporting, Statements and Analysis	4	-	-	4	75	25	-	100	3 hours
DSC	MBA-107-C	Business Statistics and Analytics for Decision making	4	-	-	4	75	25	-	100	3 hours
DSC	MBA-109-C	Legal and Business Environment	4	-	-	4	75	25	-	100	3 hours
SEEC	MBA-111-C	Business Communication*	3	-	2	4	50	25	25	100	3 hours
AECC	MBA-113-C	Computer Applications for Business*	3	-	2	4	50	25	25	100	3 hours
<b>Total</b>			<b>26</b>	<b>4</b>	<b>28</b>	<b>475</b>	<b>175</b>	<b>50</b>	<b>700</b>		

\*In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Postgraduate Studies and Research.



## Concepts and Applications MBA-101-C

L T P Credit  
4 - - 4  
Time:3hours

External Theory Marks:75  
Internal Marks:25  
Total Marks:100

### Course Objective:

The objective of this course is to expose the student to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

### Course Outcomes:

After completing the course students would be able to:

CO1: Learn basics of management, management thoughts and how to become socially responsible managers. CO2: Understand planning, strategies, policies, decision making and their formulation process.

CO3: Know about organizing function, organizational structures and design, delegation and decentralization. CO4:

Explore leadership styles and theories, concept of motivation and control as managerial function.

### Course Contents:

**Unit-I:** Introduction: Definition, nature, functions, levels of management, Types of managers, managerial roles, managerial skills and competencies, Evolution and various school of management thought, continuing management themes – quality and performance excellence, global awareness, learning organization, characteristics of 21st century executives, social responsibility of managers.

**Unit-II:** Planning: Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting objectives – MBO method: concept and process of managing by objectives; Strategy: definition, levels of strategies; Policies: meaning, formulation of policies; Programs; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

**Unit-III:** Organizing: Organizing as managerial function – organization structures – functional, divisional, matrix, team structure, network structure, boundary less structure. Organizing – chain of command, span of control, delegation and decentralization, organizational design.

**Unit-IV:** Leading and Controlling: Leading as a function of management, Leadership styles, leadership theories: personality theory, Behavioral theory and situational theory. Motivation- concept, Theories of motivation. Controlling: control function in management, the basic control process, and types of control – feed forward, concurrent and feedback controls, Control techniques.

### Recommended Books:

1. Heinz Wehrich & Harold Koontz, Management A global prospective, McGraw Hill Education.
2. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education.
3. Pravin Durai, Principles of Management, Pearson Education.

### Reference Books:

1. Deepak Kr. Bhattacharya, Principles of Management: Text and Cases: Pearson Education.
2. Hellregel, Management, Cengage Learning.
3. Stoner, Freeman, Gilbert, Management, Pearson Education.
4. Robbins & Coulter, Management, Pearson Education.
5. Satya Raju, Management-Text & cases, PHI Learning Pvt. Ltd.
6. Richard L. Daft, Management, Thomson South-Western.



7. AnilBhatt&AryaKumar,Management:Principles,ProcessesandPractices.OxfordUniversityPress.

**Note:**

Examinerwillseteightquestionsinall,selectingtwoquestionsfromeachunit.Studentswillattemptfivequestionsin all selecting onequestionfromeachunit.



**Managerial Economics**  
**MBA-103-C**

L T P Credit  
4 - - 4  
Time:3hours

External Theory Marks : 75  
Internal Marks : 25  
Total Marks : 100

*Course Objective:*

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

*Course Outcomes:*

After completing the course students would be able to:

- CO1: Apply the knowledge of the mechanics of supply and demand to explain working of markets.  
CO2: Analyse demand, demand function and forecasting techniques.  
CO3: Examine the relationship between production and costs, key characteristics and consequences of different forms of markets.  
CO4: Analytical framework to understand the basic functioning of the macro-economy. It also allows them to critically examine and comment on effectiveness of various policies.

*Course Contents:*

**Unit-I:** Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Distinction between Micro and Macroeconomics, Basic economic concepts in decision-making, Marginal analysis, Objective of a firm.

**Unit-II:** Theory of demand- demand functions, determinants, elasticity, income and substitution effect, demand distinctions, concept of consumer's equilibrium; demand forecasting- techniques, demand forecasting for new products; supply- basic concepts and equilibrium.

**Unit-III:** Production and cost analysis- production function, laws of production, cost curves, cost relationships, producer's equilibrium; breakeven analysis (introductory concepts). Market structure, pricing theory and practice- perfect competition, monopoly, monopolistic competition, oligopoly; general and export pricing strategies and practices- marginal pricing, cost plus pricing, skimmed pricing, penetration pricing, transfer pricing, dual pricing.

**Unit-IV:** National income- alternative concepts and measurement of National Income; Inflation- type, measurement and control; Fiscal Policy- Taxes & Expenditure, Fiscal imbalance, implications and reforms; Monetary Theory and Policy- Money Demand and Supply.

*Recommended Books:*

1. Diwedi, D.N., Managerial Economics, Vikas Publication, New Delhi.

*Reference Books:*

1. Craig H Petersen, W. Chris Lewis & Sudhir K Jain, Managerial Economics, Pearson Education, New Delhi
2. Mankiw, N.G., Principles of Microeconomics, Cengage Publications
3. Mankiw, N.G., Macroeconomics, Worth Publications
4. Varshney, R.L. and Maheshwari K.L., Managerial Economics, Sultan Chand and Sons, New Delhi.
5. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications 6/e, Adapted Version, Oxford University Press.
6. Mehta, P.L. Managerial Economics. Sultan Chand and Sons, New Delhi.

*Note:*

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



## Financial Reporting, Statements and Analysis MBA-105-C

L T P Credit  
4 - - 4  
Time:3hours

ExternalTheoryMarks : 75  
InternalMarks : 25  
TotalMarks : 100

### CourseObjective:

The main objective of this course is to promote an in-depth understanding of the fundamentals of accounting concepts and practice as well as to enhance users' ability to apply such concepts to make better-informed managerial decisions.

### CourseOutcomes:

After completing the course students would be able to:

- CO1: Understand various concepts and practices of financial accounting in an organization.  
CO2: Analyze the financial position of a company through financial statements and its analysis.  
CO3: Understanding the need of reporting financial performance of company.  
CO4: Application of cost and related aspects in decision making to facilitate management.

### CourseContents:

**Unit-I:** Accounting-Meaning, types, objectives and users of accountings system, Accounting principles- concepts and conventions, accounting cycle- journalization, posting to ledger accounts, preparation of trial balance and final accounts. An overview of IFRS and accounting standards (AS) in India.

**Unit-II:** Depreciation accounting for fixed assets- objectives, factors affecting depreciation and methods, financial statement analysis- ratio analysis, fund flow analysis and cash flow statement analysis.

**Unit-III:** Reporting of financial performance- Disclosure in corporate financial reports and their importance, Budgetary control- Budget, budgeting and budgetary Control, classification of budget and preparation, importance and limitation of budgetary control.

**Unit-IV:** Marginal Costing and analysis- contribution, breakeven point, profit-volume ratio, margin of safety and their applications in managerial decision making, Balanced scorecard- a tool of interactive control.

### RecommendedBooks:

1. Dhamija, S. Financial Accounting for Managers, Pearson Education.
2. P. C. Tulsian, Financial Accounting, Pearson Education.
3. Horngren/Sundem, Introduction to Management Accounting, Pearson Education.
4. Khatri, K. Dhanesh, Financial Accounting, McGraw Hill Education.
5. Ramachandran, N. & Kakani, R. K. Financial Accounting for Management, McGraw Hill Education.
6. Bhattacharya, S. K., Accounting for Management: Text and Cases, Vikas Publishing House.
7. Khan, M. Y. and Jain, P. K. Management Accounting, McGraw Hill Education.
8. Garrison, Noreen and Brewer, Managerial Accounting, McGraw Hill Education.

### ReferenceBooks:

1. Horngren, Charles T., Sundem, Gary L., Elliott, John. A. and Philbrick, Donna, Introduction to Financial Accounting, Pearson Education.
2. Narayanaswamy, R., Financial Accounting- A Managerial Perspective, PHI Learning.
3. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education.
4. Anthony, Robert N. et al. Accounting: Text and cases, McGraw Hill Education.
5. Shah: Management Accounting, Oxford University Press.
6. Hansen, D. R. & Mowen, M. M., Management Accounting, Thomson South Western

### Note:

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



**Business Statistics and Analytics for Decision Making**  
**MBA-107-C**

L T P Credit  
4 - - 4  
Time:3hours

ExternalTheoryMarks : 75  
InternalMarks : 25  
TotalMarks : 100

*CourseObjective:*

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

*CourseOutcomes:*

After completing the course students would be able to:

- CO1: Understand the basic of statistics, measurement of central tendency and measurement of Dispersion. CO2: Learn time series and index numbers. CO3: Illustrate and apply concepts of correlation and regression. CO4: Perform parametric and non-parametric tests.

*CourseContents:*

**Unit-I:** Definition and role of statistics: Application of inferential statistics in managerial decision-making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, skewness, standard deviation and mean deviation.

**Unit-II:** Introduction, Objectives of time Series, Identification of trend - variations in time series: secular variation, cyclical Variation, seasonal variation, and irregular variation - methods of estimating trend. Index numbers: definition; uses; types; simple aggregate method and weighted aggregate method – Laspeyre’s, Paasche’s, Fisher’s and CPI; construction of index numbers and their uses.

**Unit-III:** Meaning of correlation, types of correlation: - positive correlation, negative correlation, perfect correlation, linear and non-linear correlation; scatter diagram, Karl Pearson’s coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient, meaning of multiple and partial correlations; multiple and partial correlation coefficients. Meaning of regression, types of regression; simple and multiple regression, linear and non-linear regression, statement of regression lines, definition of regression coefficients, properties of regression coefficients.

**Unit-IV:** Sampling and sampling methods: Basic sampling concepts, sampling and non-sampling errors. Hypothesis testing - formulation of hypothesis, procedure for testing a hypothesis, Large and small tests - Z, T, F tests and one-way ANOVA, non-parametric test; Chi-square test, sign test, Kruskal Wallis test.

*Recommended Books:*

1. Gupta, S.P. & Gupta, M.P., Business Statistics, Sultan Chand & Sons.
2. Sharma, J.K., Business Statistics, Vikas Publication House Pvt. Ltd.
3. Bajpai, Naval, Business Statistics, Pearson Education.
4. Levin, R.I. & Rubin D.S., Statistics for Management, Pearson Education.
5. Davis & Pecar: Business Statistics using Excel, Oxford University Press.

*Reference Books:*

1. P. K. Viswanathan, Business Statistics: An Applied Orientation, Pearson Education.
2. Gupta CB, Gupta V. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
3. Anderson, D.R., Sweeney, D.J. and Williams, T.A. Statistics for Business and Economics, Cengage Learning.
4. Beri, Statistics for Management, McGraw Hill Education.



**Legal and Business Environment**  
**MBA-109-C**

L T P Credit  
4 - - 4  
Time:3hours

External Theory Marks : 75  
Internal Marks : 25  
Total Marks : 100

*Course Objective:*

The objective of this paper is to acquaint the students with concepts and models used in economics and to demonstrate their usefulness for business decision making in India's political, Legal and economic setting. Besides these objectives the paper is intended to make students aware of the Indian economic environment, Legal and the policy and planning framework underlying the Indian economic system. It will help students comprehend government policy decisions and understand their implications on organization and industry.

*Course Outcomes:*

After completing the course students would be able to:

- CO1: Obtain knowledge and understand the concepts of business environment. CO2: Understand Business laws and global environment.  
CO3: Examine the various government policies and economic reforms. CO4: Analyze the BOP, Foreign investment and globalisation.

*Course Contents:*

**Unit-I:** The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy.

**Unit-II:** Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, CCI, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business.

**Unit-III:** Current industrialization trends and industrial policy; environment for the MSME sector; infrastructure development and policy; public sector reforms and performance; public and private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

**Unit-IV:** Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

*Recommended Books:*

1. Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
2. Bedi, Suresh, "Business Environment", Excel Book, New Delhi

*Reference Books:*

1. Cherunilam, Francis, "Business Environment-Text & Cases", Himalaya Publishing House, New Delhi.
2. Paul, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi
3. Mishra SK & Puri VK - Economic Environment of Business, Himalaya Publishing House, New Delhi.
4. Adhikari M, Economic Environment of Business, Excel Books, New Delhi.
5. Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S.Chand & Co. Ltd., New Delhi.
6. Gopal, Namita, "Business Environment", Tata McGraw Hill, New Delhi
7. Worthington, Ian and Britton, Chris, "The Business Environment", Pearson Education Ltd, New Delhi.





**Business  
CommunicationMBA-  
111-C**

L T P Credit  
4 - - 4  
Time:3hours

ExternalTheoryMarks : 50  
InternalMarks : 25  
ExternalPracticalMarks : 25  
TotalMarks : 100

*CourseObjective:*

To provide an overview of verbal, non-verbal and written communication to the students for making them effective managers.

*CourseOutcomes:*

After completing the course students would be able to:

- CO1: Understand the basic concepts of Business Communication, types of communication, communication barriers.
- CO2: Describe listening skills, presentation skills, group discussion and negotiation in communication.
- CO3: Exhibit the use of communication skills especially non-verbal communication and etiquettes for impactful business dealings.
- CO4: Stimulate their Critical thinking by designing and developing clean and lucid writing skills.

*CourseContents:*

**Unit-I:** Business Communication: Definition, nature, process and classification of communication; importance of communication in management; barriers to communication, overcoming barriers to communication, effective communication; contemporary issues in communication.

**Unit-II:** Communication Skills: Listening skills – listening process, types of listening, barriers to listening, improving listening abilities; presentation skills; communication skills for interviews and Group Discussions; negotiation - factors affecting negotiation, approaches to negotiation, stages of negotiation process, negotiation techniques and skills.

**Unit-III:** Nonverbal Communication: Body language, kinesics communication, proxemic communication, haptic communication, paralinguistic communication, chromatic communication, chronomatic communication; Business etiquettes- introduction etiquettes, exchanging business cards, shaking hands, email etiquettes, telephone etiquettes, telemarketing etiquettes, elevator etiquettes, dressing and grooming etiquettes, dining etiquettes.

**Unit-IV:** Written Communication: Report writing- process of writing report, structures of business reports; business letter components and layout, types of letters; memos, notices and circulars; agenda and minutes of meeting; preparing Curriculum Vitae.

*RecommendedBooks:*

1. Koneru, Arun, Professional Communication, McGraw Hill, New Delhi.
2. Chaturvedi and Chaturvedi, The Art and Science of Business Communication, Pearson Education, New Delhi
3. Mehra, Payal, Business Communication for Managers, Pearson Education, New Delhi.
4. Verma, Shalini, Business Communication: Essential Strategies for Twenty-first Century Managers, Vikas Publishing House, Noida.
5. Sethi, A. and Adhikari, B., Business Communication, McGraw Hill, New Delhi.

*ReferenceBooks:*

1. Lesikar, Flatley, Rentz, Lentz, Pande, Business Communication: Connecting in a digital world, McGraw Hill, New Delhi.
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi.
3. Sinha, K.K., Business Communication, Taxmann Publication, New Delhi.





**Computer  
Applications for  
Business MBA-  
113-C**

L T P Credit  
4 - - 4  
Time:3hours

ExternalTheoryMarks : 50  
InternalMarks : 25  
ExternalPracticalMarks : 25  
TotalMarks : 100

*CourseObjective:*

Tofamiliarizeparticipantswiththebasicorganizationofcomputerhardware,softwareandcomput  
erapplications,computernetworkandinternet inbusiness.

*CourseOutcomes:*

Aftercompletingthecoursestudentswouldbeableto:

CO1: Understand computer hardware, software, number system and  
computerapplications in business.CO2: Knowledgeabout  
datacommunicationand computer network.

CO3: Learnaboutinternet,itsmechanism,differentconceptsandapplicationsinbusiness.

CO4: Describenetworksecurityissues,countermechanism,majorissuesinnetworkedeconomy.

*CourseContents:*

**Unit-I:** Introduction to Computer System: Basic Computer Organization: Introduction,  
features and  
capabilities,componentsofcomputersystem,classificationofcomputers;Representationofdata  
incomputermemory(Binary,Octal and Hexadecimal system); Operating Systems: Basic  
features, types and components; Computer Languages:Basicfeaturesand  
Classification,Applications ofComputers inBusiness.

**Unit-**

**II:**IntroductiontoDataCommunicationandComputerNetworks,FundamentalsofDataCommuni  
cation:DataSignals-Analog and Digital, Bandwidth, Computer Networks: Basic concept,  
Advantages, classification, topologies,Components  
ofcomputernetworks:Hardwarecomponents,Softwarecomponents.

**Unit-III:** Internet: History and Development, how it works, control mechanism. WWW:  
Hypertext and  
Hyperlinks,Websitesandwebpages,URL,IPaddressingandDomainNamingSystem.Internetand  
WWWtoolsandApplications:Browser, FTP,Telnet, Email,Internetapplicationsin business.

**Unit-**

**IV:**NetworkSecurity:SecurityThreatsandtheirsources,Countermeasurestoensuresecurity,Ide  
ntifyingandManaging IT risks, Major issues and considerations in networked economy: Social  
issues, Economic issues, EthicalIssues,PrivacyissuesandHealthissues.

*Practical:*

1. PracticalknowledgeofMS-Office
2. PracticalknowledgeofComputerNetworking
3. PracticalknowledgeofComputerInternet

*RecommendedBooks:*

1. Dhunna,MukeshandVerma,Deepak,ComputerNetworksandInternet,VayuEducationofIndia
2. Patrice–AnneRutledge,Office2013,All-in-one:AbsoluteBeginner’sGuide,PearsonEducation.



3. NasibSinghGill, HandbookofComputerFundamental, KhannaPublishers.
4. AnitaGoel, ComputerFundamental, PearsonEducation.
5. PeterNorton, IntroductiontoComputers, McGrawHillEducation.
6. Basandara, ComputerToday, GalgotiaPublication.

*ReferenceBooks:*

1. Rajaraman, IntroductionofInformationTechnology, PHI Learning.
2. Tanenbaum, A.S., ComputerNetworks, PearsonEducation.
3. DouglasE. Comer & M.S.Narayanan, ComputerNetwork&Internet, PearsonEducation.