

Medi-Caps University
Master of Business Administration
Odd Semester

MANAGEMENT CONCEPTS AND APPLICATIONS

Course Code: MS5CO01

L-3, T-0, P-0 Credits- 3

Course Contents:

Unit-I

Introduction to Principles of Management: Basic Concepts, Definition of Management, Science or Art, Management and Administration, Levels of management.

Historical Developments: Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, Mary Parker Follet, Rensis Likert, Chester Bernard, Douglas McGregor, Peter Drucker, Michael Porter And C.K. Prahalad.

Systems Approach and Contingency Approach Managerial Skills and Activities; Functions of management, Roles of manager, Managerial Competencies.

Contemporary management issues: Cross cultural issues in management and challenges.

Unit-II

Planning: Nature and Purpose, Steps involved in Planning, Principles of Planning, Planning Premises, Strategic, Tactical and Operational planning, Advantages and Limitations of Planning.

Objectives: Setting Objectives and Process of Managing by Objectives (MBO), Management by Exception (MBE), Benefits and Weaknesses of MBO.

Unit-III

Strategies and Policies: Corporate Strategy and its Formulation, Levels of Strategy, Types of Strategies, The Strategic Planning Process, TOWS Matrix, Portfolio Matrix (BCG), Three Generic Competitive Strategies by Michael Porter, SWOT and PEST analysis, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies.

Decision making : Decision-making and its Process, Decision making under Risk and Uncertainty, models of decision making.

Unit-IV

Organizing : Nature and Purpose, Formal and Informal Organization, Bureaucratic and Behavioral, Principles of Organizing, Elements and process of Organizing, Departmentation by different strategies, Line and Staff authority, line and staff conflict, Benefits and Limitations, Centralization and Decentralization, Delegation of Authority.

Staffing: Selection Process and Techniques.

Unit-V

Coordination and Control: Coordination Need, Techniques and significance of coordination, Coordination versus cooperation, Barriers in coordination, Ways to achieve effective coordination.

Controlling: Control Process, Types of Control, Requirements for effective Control, Techniques of Controlling, Benefits and Limitations of control, Effective use of Communication Devices and IT in control.

Text Books

1. Prasad L.M., Principles & Practice of Management, Sultan Chand & Sons, New Delhi.
2. Anil Bhat & Arya Kumar Principles Processes and Practices 1 st Edition 2008 Oxford Higher Education.
3. J.S. Chandan, Management Theory and Practice, 1st edi, Reprint 2007 Vikas Publishing House.
4. Prasad Manmohan , Management – Concepts and Practice, Himalay Publishing House , Mumbai.
5. Tipathy PC and Reddy P. N. , Principles of Management , Tata McGraw –Hill.

Reference Books

1. Harold Koontz, O'Donnell and Heinz Weihrich, Essentials of Management. New Delhi, Tata McGraw Hill.
2. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, Fundamentals of Management, Pearson Education.
3. Stoner, Management, PHI Learning.
4. Richard L. Daft, Principles Of Management, Cengage Learning, India.
5. Management by Robbins and Coulter, Prentice Hall of India, New Delhi.

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MANAGERIAL ECONOMICS

Course Code: MS5CO02

L-3, T-0, P-0 Credits- 3

Course Contents:

Unit-I

Introduction to economics and Managerial Economics: Nature, Scope, Characteristics and significance of managerial economics, Fundamental nature of Managerial Economics, The circular flow of income two-sector and four-sector economy, National Income and related aggregates-GDP,NNP,NI etc.

Unit-II

Fundamental concepts: Ceteris Paribus, Incremental reasoning, Time perspective, Consumer surplus, Opportunity cost, Time value of money, Concept of Marginal and Equi-Marginal, Concept of Investment multiplier & acceleration.

Theories of Firm: Managerial theories, Baumol, Marris and Williamson, Behavioral theories– Simon, Cyret and March.

Unit-III

Consumer Behavior and Demand Analysis: Cardinal & Ordinal approach, Indifference curve- concept and analysis, Law of diminishing marginal utility, Concept of Demand and its determinants, Law of Demand, Concept and measurement of Elasticity of Demand, Types of elasticity of demand- price, income, cross and Advertising & price expectation.

Unit-IV

Cost Curves Analysis and Production Function: Meaning and types of costs, Costs in Long Run and Short Run.

Production Function: Law of Variable Proportions, Iso-Quants, Law of Returns to Scale, Marginal rate of technical Substitution, Law of Supply and Economies & diseconomies of Scale.

Unit-V

Market Structure and Pricing: Price determination under perfect competition, Monopolistic competition and monopoly, Non-pricing competition and Advertising, Price Discrimination under monopoly, Oligopoly market, kinked demand curve, Cartel formation, and Price leadership. Various pricing strategies and practices. Meaning, types and theories of profit, profit planning, Break even analysis, Meaning and Phases of Business Cycles, Economic stabilization & Role of govt. in the economy.

Text Books

1. D.N. Dwivedi – Managerial Economics, Vikas Publishing, New Delhi
2. G.S. Gupta: Managerial Economics, Tata McGraw Hills, New Delhi
3. Mishra & Puri – Micro Economics, Himalaya Publishing House, New Delhi
4. Geetika, Piyali Ghosh and Purba Roy Choudhury- Managerial Economics, Tata McGraw-Hill Public Company Limited, Latest edition.
5. P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
6. Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.
7. D Salvatore, Managerial Economics, MacGraw Hills

Reference Books:

1. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
2. Atmanand – Managerial Economics, Excel books, New Delhi
3. Dean Joel, “Managerial Economics”, Prentice Hall Publication, Latest edition
4. Howard Davis – Managerial Economics, Macmillan Press, New Delhi
5. Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi
6. P. Samuelsson, “Foundation of Economics Analysis”, Harvard University Press, IInd Edition
7. Baumol, Contemporary Economics: Principles & Policy, Cengage Learning
8. Paul, Kaushal, Sebastian, Managerial Economics, Cengage Learning

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ACCOUNTING FOR MANAGERS

Course Code: MS5CO03

L-4, T-1, P-0 Credits- 5

Course Contents:

Unit-I

Introduction to Accounting: Introduction of financial accounting, meaning & definition Importance & Objectives of Accounting, advantages and limitations of accounting, Types of accounting, Accounting as an Information System, Accounting equation, Basic terms used in accounting, Accounting Concepts & Conventions, Introduction of Accounting Standards & IFRS

Classification of Account, Rules of Debit and Credit, journalizing, Sub Division of Journal- Preparation of Subsidiary Books ,Simple cashbooks, Double columns ,Triple columns & Petty cash book , Preparation of sales register, purchase register, journal proper , Ledger – Posting from Journal to respective ledger accounts.

Unit-II

Trial balance & Final Account: Trial Balance: meaning, objectives, methods of Preparation of Trial Balance. Final Accounts: Meaning, features, uses and preparation of Manufacturing, Trading Account, Profit & Loss Account and Balance Sheet With Basic adjustment related to, depreciation, closing stock, prepaid & outstanding expenses, Accrued income, bad debts, Reserve, provision for bad debts etc.

Unit-III

Depreciation & Bank Reconciliation Statement : Meaning of Depreciation, Causes, Objects of providing for Depreciation, Methods of providing depreciation, Straight line method, Diminishing balance method, disposal of assets, change in the method of depreciation
Bank Reconciliation Statement- Need - Reasons for difference between cash book and pass book balances - problems on favourable and over draft balances - Ascertainment of correct cash book balance.

Unit-IV

Orientation to Cost Accounting: Objectives and importance of Cost Accounting Cost Concepts Cost Centre Cost Unit, Classification of Costs, A brief Introduction of Methods of Costing (Theory Only), Marginal Costing, Cost-Volume-Profit analysis. Cost control & Cost reduction.

Unit-V

Introduction to Management Accounting & Financial Statement Analysis: Objectives and importance of Management accounting, Financial statements, positional and activity statement, Meaning of company, Share capital, Issue of Shares Understanding the format of Financial Statements, Corporate & Annual Reports Tools of Financial statement analyses ,Ratio analysis, Common Size Statement, Trend analysis, Cash Flow Statement.

Text Books

1. M.Y.Khan&P.K.Jain, Management Accounting, Tata McGraw Hill,
2. B.K. Bhar: Cost Accounting, Academic Publishers
3. Shukla, Grewal, and Gupta,. Advanced Accounts. Vol.-I. ,S. Chand & Co., New Delhi.
4. Maheshwari, and Maheshwari,. Financial Accounting.Vol.-I,Vikas Publishing House, New Delhi.
5. Sharma and Gupta , Financial Management, Kalyani Publishers
6. Accounting for Managers , Dr Kapil Jain and Rashmi Somani , Dreamtech Publications

Reference Books

1. Tulsian, P.C. Financial Accounting, Tata McGraw Hill, New Delhi
2. Horngren, Charles T. Introduction to Financial Accounting, Pearson Education
3. Lal, Jawahar, *Financial Accounting*, S. Chand & Company, New Delhi.
4. R.L.Gupta&Radhaswamy,Advanced Accounting, S. Chand & Company, New Delhi.

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ORGANIZATIONAL BEHAVIOR

Course Code: MS5CO04

L-3, T-0, P-0 Credits- 3

Course Contents:

Unit- I

Fundamentals of OB: Definition, scope and importance of OB, Historical evaluation of OB, Theories of Management leading to Organisational Behaviour, Challenges and opportunities for OB- OB Models and approaches.

Unit- II

Micro Perspectives of OB: Personality & Attitude, Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality & job – fit theory), Personality Tests and their practical applications, Johari Window Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes.

Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).

Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation

Unit-III

Interpersonal Processes and Behavior: Team and Leadership Development ,Group Behavior: The Meaning of Group & Group behavior, Group Dynamics, Cohesiveness and Productivity, Types of Groups, Group Decision making The Five -Stage Model of Group Development, Organizational Politics.

Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.

Leadership: Concept of Leadership, Styles of Leadership, Trait Approach, Fielder's Contingency Model, House's Path Goal Theory, Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary issues in leadership, Contemporary theories of leadership, Leadership Effectiveness Success stories of today's Global and Indian leaders.

Conflict Management and Negotiation: Nature of Conflict, Dynamics of Conflict, Conflict resolution Modes, Approaches to Conflict Management, Sources, Patterns, Levels and Types of Conflict, Conflict Resolution, Negotiation

Unit-IV

Macro Perspective of OB: Organization Development, Organization Climate, Concept , determinants and OCTAPACE Model.

Organizational Culture: Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft vs. Hard Culture & formal vs. Informal Culture), Creating Positive Organizational Culture, Concept of Workplace Spirituality.

Stress Management: Work stress, Meaning of stress, Stressors, Sources of Stress, Types of stress, Burnout.

Stress Management: Individual & Organizational Strategies

Unit-V

Emerging aspects of Organisational Behaviour: Conditions affecting Multinational Operations, managing international workforce, productivity and culture contingencies, cross cultural communication.

Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change.

Implementing Organizational Change: How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's- Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization.

Text Books

1. K. Aswathapa , Organisational Behaviour , Himalaya Publishing House Pvt. Limited , 2008
2. Kavita Singh Organizational Behaviour Text and Cases, New Delhi, Pearson Education,2009
3. M.N. Mishra, Organizational Behaviour, Vikas Publishing House, Reprint 2008
4. Arun Kumar and Meenakshi, Organisational Behaviour, Vikas Publication, Delhi.
5. 4.John W Newstorm, ORganisational Behaviour : Human Behaviour atWork , TMH
6. Hersey, Dewey , Kenneth , Management of Orzationalal behavior , PHI
7. Terrens R Motchell , People in Organization : An IOntroduction to Organizational Behaviour , McGrawhills
8. Mullins Laurie , Management and Organization Behaviour Prentice Hall

Reference Books

1. Robbins Stephen P. Organizational Behaviour, 12th Ed., Prentice Hall
2. Uday Pareek, Understanding Oraganizational Behaviour, Oxford University Press.
3. Luthans Fred (2000). Organizational Behaviour. Tata McGraw Hill.
4. Moorhead & Griffin , Indtroduction to Organizational Behaviour, Cengage

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BUSINESS MATHEMATICS AND STATISTICS FOR MANAGERS

Course Code: MS5CO05

L-3, T-1, P-0 Credits- 4

Course Contents:

Unit –I

Functions, Limit and Continuity: Functions, Concept, Definition and Types of Function, Applications of function in business, Break-even analysis.

Limits and Continuity of Functions: Introduction, Limit of function, Implications of Limit of functions, Continuity of functions of one variable.

Unit -II

Differentiation and Integration: Differentiation: Derivatives of a function, Derivatives of sum, Difference, Product and quotient, Applications of differentiation in Economic and Managerial problems like Marginal Analysis, Maxima and Minima- Concept and uses.

Integration: Elementary integration, Integration by parts, Simple Definite Integrals, Economic application, Consumer surplus and Producer surplus.

Unit –III

Introduction to Statistics: Definition of Statistics, Business Statistics and scope, Application of Statistics in Managerial decisions Making, Descriptive Statistics, Concept of Population and Sample with illustration.

Unit –IV

Probability Theory and Probability Distribution: Probability Theory-Meaning and Importance, Addition and Multiplication Theorem of Probability, Conditional Probability, Baye's Theorem and Business Applications.

Random variable: Discrete and Continuous (Elementary idea only).

Probability distributions: Binomial, Poisson, Normal with business application.

Unit-V

Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series, Measurement of trend (Moving average and Least Squares Method), Measurement of seasonal variations (Moving average method) Measurement of cyclic variations (Residual method).

Text books

1. **J.K. Das and N.G. Das**, Business Mathematics and Statistics, McGraw Hill Education.
2. A.P. Verma, Business Mathematics and Statistics, Asian Books Private Limited.

Reference books

- J. K. Thukral, Mathematics, Taxmann, New Delhi.
1. S.P. Gupta ,Statistical Methods, Sultan chand & Sons,
 2. V. K. Kapoor ,Business Mathematics, Sultan chand & sons
 3. Bari ,Business Mathematics , New Literature publishing company
 4. S.P. Gupta , Statistical Methods ,Sultan chand & Sons
 5. Levin & Rubin, Statistics for Management, Prentice Hall India.
 6. N. D. Vohra, Business Statistics, Tata McGraw Hill
 7. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw Hill
 8. Shrivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
 9. Ken Black, Applied Business Statistics, 7th Edition, Wiley India
 10. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, Thomson
 11. Anderson, Statistics for Business & Economics,9th edition, Cengage Learning,

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BUSINESS ENVIRONMENT

Course Code: MS5CO06

L-3, T-0, P-0 Credits- 3

Course Contents:

Unit-I

Business Environment: Concept of business environment, Components of Business Environment, Economic Environment and its elements, Cultural Environment and its elements, Social Environment and its elements, political Environment and its elements, Technological Environment and its elements, Legal Environment and its elements, Impact of Components of Business Environment on Business, Indian Economic Environment, Social Responsibility of Business, Changing role of government-Indian Experience.

Unit-II

Economic Planning & Development: Types of Economic System: Capitalism, Socialism, Mixed economy and their features.

Indian economic system: Economic planning in India, Plan wise analysis of objectives, Last five plans, Industrial development in India, Industrial policy, Problems of industrial development, Phases of Industrial Growth in India, Banks Reforms in India, New Economic policy of 1991 and its impact on business growth, Challenges of Indian Economy, India as one of the most prominently emerging economy of world.

Unit-III

Public and Private sector in India: Evolution of public sector, Public sector in India and its rational, Nature and Scope of the Private Sector in India, growth and structure of the private sector in India, problems and prospects of the Private Sector in India, Joint sector, cooperative sector, Privatization, Disinvestment, SEZ, Rationale of Privatization, MNC and its impact on Indian Economy.

Small Scale Industry: Industrial Policy, Problems and Prospects.

Unit-IV

Indian Financial System and legal environment: Monetary and Fiscal Policy, Price Policy.

Role of regulatory institutions in Indian financial system: RBI and SEBI, Role of IRDA, MRTTP act, FEMA.

Unit-V

World trade of India: Foreign Trade Policy of India.

India's Foreign Trade: Trends, Composition and Direction.

Balance of Payments: Components of Balance of Payments, Balance of Trade and Balance of Payments.

Disequilibrium in Balance of Payments: Causes and measures to correct, Foreign Exchange Rate determination, Causes of changes in the Exchange Rate, Convertibility of Currency.

International Environment: Free Trade vs. Protectionism, emergence of globalisation, Globalisation of Indian economy, role of Regional economic integration for trade.

Multinational Corporations: Significance, role and functions of WTO, World Bank, IMF.

Text Books:

1. Mark Hirschey, Economics for Managers, Cengage, 2006
2. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
3. Palwar, Economic Environment of Business, PHI, New Delhi, 2009
4. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
5. Shaikh Salim, Business Environment, Pearson, 2nd Edition
6. Aswathappa, K.; *Essentials of Business Environment*, Himalaya Publishing House, 2000 7th edition.
7. Justin Paul and Parul Gupta, Economic Environment and Policies for Business, Tata McGraw Hill Education Private Limited, New Delhi.

Reference Books:

1. Sundaram & Black: International Business Environment Text and Cases, PHI
2. Fernando-Business Environment, Prentice hall
3. Avid W. Conklin, Cases in Environment of Business, Sage Response Books
4. Czinkota, Ronkainen, Moffett, International Business, Cengage
5. Govt. of India, Latest Economic Survey.
6. Uma Kapila, Indian Economy Performance & Policies, (9th e) Academic Foundation, New Delhi.
7. Paleri- Business Environment, Cengage Learning.
8. C.A.Rangarajan-"Perspective in Economics"-S.Chand & Sons.
9. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House

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CORPORATE COMMUNICATION

Course Code: MS5SE01

L-3, T-0, P-2 Credits- 4

Course Contents:

Unit-I

Developing effective communication skills: Process, Characteristics and principles, Channels, Verbal and non-verbal types, Barriers to effective communication, Importance of effective communication, Importance of Feedback in communication.

Unit II

Listening Skills Listening: Meaning, Process, Difference between hearing and listening, Types, barriers, Importance, Developing Listening Skills.

Unit III

Developing Speaking Skills: Oral Presentation, Delivery using Audio, Visual Aids with stress on body language and voice modulations. (Topics to be selected by the Instructor for presentations), speeches, extempore, JAM, Interview skills, Group discussion skills.

Unit IV

Developing Writing Skills and Business Correspondence: Business Letters, Parts & Layouts of Business Letters, Writing job application and Resume, Calling/ Sending Quotations/ Orders/ Complaints and E-mails.

Unit V

Report Writing: Types of reports, Format, Presenting diagrams/graphs/charts/tables, Searching, Organizing, Presenting, Submitting, Technical description, Writing abstracts/summary/synopsis.

Text Books:

1. Rai U S, Rai SM. Effective Communication. Himalaya Publishing House.
2. Korlahalli J.S., Rajendra Pal. Essentials of Business Communication All Courses. Sultan Chand & Sons
3. Krishna Mohan, Sharma R C. Business Correspondence and Report Writing. Mc Graw Hill Education, New Delhi. Fourth Edition.

Reference Books:

1. Thompson A.J, A. V. Martinet. A Practical English Grammar. Oxford UP. New Delhi.
2. Kumar Sanjay, Pushpa Lata. English for Effective Communication. Oxford UP. New Delhi.
3. Kumar Sanjay, Pushpa Lata Communication Skills. Oxford UP. New Delhi. II Edition

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Computer Applications in Management

Course Code: MS5SE02

L-3, T-0, P-2 Credits- 3

Course Contents:

Unit-I

Introduction to Computer Concepts: Elements of computer, Characteristics of a Computer, Classification of Computers, Basic Computer Architecture, Input-output Devices.

Unit-II

Software Concepts: Types of software, Its nature and qualities, Windows Operating System Functions.

Unit-III

Office Automation: Applications of Word processing in Business Correspondence: Letters, Tables, Mail-merge, labels Applications of Spreadsheet, Graphs and Charts, Calculation of various financial functions.

Data base Management: Tables and Queries, File management and organization, Types of files, Basic file management operations.

Introduction to Database Management: Concept, Models and Characteristics, Schema and Sub-schema.

Unit-IV

Presentation Tools: Introduction, Toolbar, their Icons and Commands, Navigating in Presentation Tools, Creation of slides, animation, and templates, Designing Presentations, Slide show controls, Making notes on Pages and Handouts, Printing Presentations, Customizing Presentations, Auto content Wizard.

Unit-V

Introduction to Data Communication and Computer Networks: Fundamentals of Data Communication.

Data Signals: Analog and Digital, Bandwidth, Types of Transmission, Computer Networks, Evolution, Advantages, Types of computer networks, Basic components of computer networks.

Internet: Concept, Features, How it works, Internet applications in business.

Text Books:

1. Sanjay Saxena and Prathpreet Chopra, Computer Applications in Management, Vikas, New Delhi
2. Aksoy, Introduction to Information Technology, Cengage, ND
3. Sudalaimuthu & Anthony Raj, Computer Applications in Business, Himalaya, Mumbai

Reference Books:

1. Parameswaran: Computer Application in Business – S Chand, New Delhi.
2. Management Information Systems by Mahadeo Jaiswal, Monika Mittal, Oxford University Press.
3. PS Gill, Database Management Stystems, IK Int Pub House, New Delhi
4. Management Information Systems by D.P. Goyal, MacMillan Publishers.
5. The Compact guide to Microsoft office, Mansfield Rom, BPB Publications, Delhi.

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Contemporary Issues in Management – I/Certificate

Course Code: MS5SS01

Credits- 1
