

# SYLLABUS

MANONMANIAM SUNDARANAR UNIVERSITY, TIRUNELVELI-12

## PG - COURSES – AFFILIATED COLLEGES

Course Structure for

## Master of Business Administration (MBA)

(Choice Based Credit System)

(with effect from the academic year 2021- 2022 onwards)

Semester-I				
Part	Subject Status	Subject Title	Subject Code	Credit
III	Core -1	Principles of Management and Business Ethics	ZBAM11	4
	Core -2	Organizational Behavior	ZBAM12	4
	Core -3	Managerial Economics	ZBAM13	4
	Core -4	Quantitative Methods	ZBAM14	4
	Core -5	Accounting for Managers	ZBAM15	4
	Core -6	Business Communication - Lab	ZBAL11	2

## PRINCIPLES OF MANAGEMENT AND BUSINESS ETHICS

### Course Objectives:

- To impart the knowledge about the basic principles of management.
- To inculcate the contemporary issues and evolution of different management practices.
- To create awareness regarding the principles and ethics in management practices.

### UNIT 1:

Nature of Management - Science or Art - The Evolution of Management Thoughts – Different approaches – Levels of manager – Skills of a manager – Management process - The Functions of Management - Planning, Organising, Staffing, Leading and controlling - System approach to Management Process – Internationalisation of Management



## **UNIT 2:**

Types of Plans - Missions or Purpose - Objective or Goals – Strategies – Policies – Procedure Rules Programmes - Budgets - Steps in Planning process – Objectives - Management by Objectives

Management by Exception – Strategies – Policies - Planning Premises - Strategic Planning Process

Forecasting - Decision Making process – Models of decision making

## **UNIT 3:**

Nature of Organising - Formal and Informal Organisation - Organization Levels and the Span of Management - Structure and Process of Organisation - Principles of Organising - Line and Staff Authority - Decentralization of Authority - Delegation of Authority - Organization Charts - Types of Departmentation - Staffing and its importance in the organization - Staffing concept – Process of Staffing – Peter's Principle

## **UNIT 4:**

Directing and Leading - Characteristics of Leading - Importance of Leading - Functions of Leading – Leadership theories and styles – Motivation concept – Different theories of motivation - Communication Purpose - Process of Communication - Barriers and Break Downs – Essentials of effective communication - Controlling Process - Controlling as a Feedback System - Requirements for Effective Control - Budgetary and Non-Budgetary Control techniques - Statistical Data - Time-Event Network Analysis - IT Enabled Controlling techniques and its Challenges

## **UNIT 5:**

Business ethics – Evolution of ethics – Principles of business ethics - Professional values – Ethical theories – Developing code of ethics - Corporate governance – Developing code of conduct – Corporate social responsibility - Business social responsibility – Total quality management

## **Course Outcomes:**

- To provide an understanding of basic management concepts, principles, and practices.
- To develop strategic planning and decision-making strategies in an organization.
- To predict the dynamics of controlling and its emerging issues in management.

## **Reference:**

1. Tripathi and Reddy, Principles of Management, 5/e, 2018, Tata McGraw Hill
2. Self-Management Learning series, Vibrant publishers, 2017.
3. R N Gupta, Principles of Management, 5/e, 2018, S Chand publishing
4. L M Prasad, Principles and Practice of Management, 10/e, 2020. S Chand publishing
5. Harold Koontz, Heinz Weihrich, Essentials of Management, 9/e, 2018, Tata McGraw Hill



# ORGANISATIONAL BEHAVIOUR

## **Course Objectives:**

1. To facilitate understanding of human behaviour and its effective dealing in organizations.
2. To appraise the organization system in totality so as to understand the complex human behaviour in organizations.

## **UNIT 1:**

### **Introduction**

Concept of OB; Management roles, skills and activities; contributing disciplines to the field of OB, OB Models -challenges and opportunities for OB.

## **Unit 2:**

### **The Individual**

Personality: Meaning, determinants, major personality traits and attributes, Big Five Model, Job Fit Theory, Measuring personality.

Values and Attitudes: Formation of values and attitudes, values across culture, attitude - behaviour relationship, changing attitudes, job-related attitudes.

Perception and Attribution: Meaning, factors influencing perception, Attribution Theory, errors in attribution, decision making, rationality, and individual differences in decision making.

## **Unit 3:**

### **Motivation and Employee Well-Being**

Meaning, Early theories of motivation, contemporary theories of motivation, motivating employees through various measures. Emotional Intelligence: Meaning, EQ competence framework, measuring and improving EQ; Appreciative inquiry, Work life balance: Meaning and significance; stress management - sources and consequences of stress, individual differences, managing stress, Employees well-being

## **Unit 4:**

### **The Group**

Foundations of Group Behaviour, Stages of group development, group structure and processes, group decision making, understanding work teams, types of teams, creating effective teams, contemporary issues in managing teams. Power and Politics- Bases of power, power tactics, organizational politics; Conflict- Process of conflict, functional and dysfunctional conflict, managing conflict



## Unit 5: Organization

Organization Structure: Elements of structure, common organizational designs, new design options, why structures differ, Organizational Culture, Meaning, surface manifestations, functions, creating and sustaining culture. Organizational Change, Forces for change, level of change, resistance to change, overcoming resistance to change, Changing organizational structure in the age Industry 4.0 – The influence of AI, IoT; Emergence of new workplace norms Evaluation Continuous Evaluation

### Course Outcomes:

After studying this course, the students should be able:

- To demonstrate the dynamics of individual and group behaviour in organizations.
- To apply the issues related to attitude, perception and emotion of human beings in organizations.
- To analyze the factors contributing to motivation, stress
- To appraise the interaction of individual and the organization in group behaviour.

### Text Books:

1. Robbins, Stephen P., and Timothy A. Judge (2019). Organizational behavior. Pearson.
2. Nelson, D., Quick, J., & Khandelwal, P. (2012). ORGB. A South-Asian Perspective. Reference Books: 26
3. Singh, S. (2005). Pareek, Udai 2004. Understanding Organizational Behaviour. New Delhi: Oxford University Press. PP. XII+ 548

### Reference Books:

1. Luthans Fred., —Organizational Behaviour, McGraw Hill.
2. Hellriegel, Slocum and Woodman, Organizational Behavior, South-Western, Thomson Learning, 9th edition, 2001.
3. Behavior in Organizations, Jerald Greenberg, 8th ed, Pearson Education.
4. Arnold, John, Robertson, Ivan t. and Cooper, Cary, l., —Work psychology: understanding Human behavior in the workplace, Macmillan India Ltd., Delhi.
5. Dwivedi, R. S., —Human relations and organizational behaviour: a global perspective, Macmillan India Ltd., Delhi.



# MANAGERIAL ECONOMICS

## **Course Objectives:**

- To make the students conversant with applying economic ideas to take decisions in the corporate.
- To make the students to understand various market conditions and resource utilization.
- To make them understand how to have a macro view of the economic situations in firm and then the economy in which the firm is operating.
- To make the student students think globally and integrate the local market conditions with the international market conditions.

## **UNIT 1:**

Introduction to Managerial Economics, Approach to Managerial Decision making through Economics, Concept of firm, Basic Concepts in Economics, Demand and Supply analyses

## **UNIT 2:**

Production Analysis, Cost concepts and Analysis, Capital Budgeting decisions

## **UNIT 3:**

Pricing methods and decisions, Pricing in various market structures – Monopoly, Perfect Competition, Monopolistic Competition and Oligopoly Competition

## **UNIT 4:**

Overview of Macroeconomics, National Income, Monetary and Fiscal Policies, Inflation, Business cycles, Unemployment

## **UNIT 5:**

International aspects of Macroeconomics such as Balance of Payments, Foreign Exchange rates, globalization of Indian Business and Economic Environment of International Trade

## **Course Outcomes:**

The students will be able to:

1. Learn in detail the application of basic economic concepts in managerial decision making.
2. Understand the consumer behaviour and how the market behaves because of the consumers.
3. Understand and apply various methods to analyze the various aspects of production, market and pricing strategies.



4. Know the integration of micro level decision making under the influence of macro level economic indicators in the global environment.

**Reference: (Use the latest Editions)**

1. PL Mehta, Managerial Economics, Sultan Chand
2. Paul A. Samuelson, Economics, McGraw Hill
3. Peterson & Lewis, Managerial Economics, Prentice Hall India
4. Atmanand, Managerial Economics, Excel Books
5. Yogesh Maheshwari, Managerial Economics, Prentice Hall India



# QUANTITATIVE TECHNIQUES

## **Course Objectives:**

- To create awareness on various quantitative concepts related to business and management
- To apply quantitative concepts in business and management.
- Developing a skill set to identify and solve business problems through individual and group tasks

## **UNIT 1:**

Algebra – Set theory- Set Operations through Venn Diagrams – Relations- Functions – Linear and Non-Linear- Quadratic Equations--Graphical Representations of Functions - Introduction to Matrix Theory- Calculus – Functions, Limits and derivatives, Maxima & Minima of functions- Permutations and Combinations- Arithmetic – Ratios, Annuities, Progressions, Proportions, Variations

## **UNIT 2:**

Introduction to Statistics – Data – Population / Sampling –Types of Variables – Measurement / Scaling - Descriptive Statistics - Summary Statistics – Measures of Central Tendency and Dispersion; Diagrammatic representation of data– Graphical representation of frequency distributions – Histograms, Frequency Polygon Curve, Ogive, Pie-Chart

Introduction to Probability: Addition and multiplication theorems – Independent and dependent events; mutually exclusive events; Bayes theorem and its applications, conditional probabilities

## **UNIT 3:**

Random Probability distribution and distribution functions - Discrete Probability distributions – Continuous Probability Distributions – Binomial, Poisson and Normal Sampling Theory – Types of sampling – Probability / non-probability sampling methods - sampling distribution - Standard error – Introduction to Central Limit Theorem Statistical inference - Theory of Estimation- Properties of estimates of Variables – Point / Interval Estimation -- One two tailed tests–Test of hypothesis for one sample

## **UNIT 4:**

Bivariate Analysis – two sample mean tests - Chi Square Analysis - Test of Independence - Analysis of Variance - One-Way Classification - Theory of Correlation - scattered diagram, Karl- Pearson & Spearman Rank Correlation - Introduction to partial Correlation - Regression Analysis

## **UNIT 5:**

Introduction to Time series and forecasting - Time Series Variations in



time trend, cyclical, seasonal and random – use of time series of business and forecasting. – Introduction to non- parametric tests – univariate and bivariate analysis- Basic Concept of Index Number – Simple and weighted index number

**Course Outcomes:**

1. The students will be comfortable to understand various quantitative concepts and their applications in business and management.
2. Developing ability to apply mathematics and statistics to solve managerial problems and take better business decisions.

**Reference:**

1. Levin R., and Rubin D, Statistics for Managers, Prentice Hall of India, New Delhi, 2006 (7th Edition)
2. Budnick S. Frank, “Applied Mathematics for Business, Economics and the Social Sciences”, Pub: McGraw Hill International editions
3. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004
4. Christian Albright and Wayne L. Winston (2011). Business Analytics: Data Analysis and Decision Making, Cengage Learning, New Delhi [5th Edition]





# ACCOUNTING FOR MANAGERS

## **Course Objectives:**

1. To enable students to acquire knowledge of concepts, methods and techniques of management accounting.
2. To make the students develop competence with their usage in managerial decision making and control.

## **UNIT 1**

Financial Accounting – Definition – Purpose – GAAP – Standards - Rules – Journal – Ledger – Trial Balance – Trading and Profit and Loss account – Balance Sheet – Depreciation methods. Financial Statement Analysis.

## **UNIT 2**

Costing – Purpose – Utility – Elements of Cost Sheet. Cost Determination – Cost accounting systems (Job costing, Process costing). Allocation of Overheads – Absorption costing. Marginal Costing (Applications) – Cost Volume Profit Analysis, Make or Buy Decision.

## **UNIT 3**

Cost Control: Target Costing – Definition – Procedure – Implementation – Advantages. Life cycle Costing – Definition – Implementation. Activity Based Costing – Definition – Procedure – Implementation – Advantages. Stores Management – Importance – Scope - Stores Accounting - Physical Stock Verification - Surplus – Scrap – Obsolete.

## **UNIT 4**

Forecasting – Demand Forecasting and Price Forecasting – Methods (Qualitative and Quantitative) – Prerequisites and Pitfalls – Measures of error and correction. Budgeting and Budgetary Control – Definition – Purpose – Types – Procedure – Advantages. Flexible Budgeting. Zero Base Budgeting.

## **UNIT 5**

Standard Costing and Variance Analysis – Material – Labour – Overhead – Sales – Profit – Analysis and Reporting of Variances, Introduction to IFRS.

## **Course Outcomes:**

Students will be able to

- Prepare financial statements as per the accounting principles and standards.
- Make decisions using the accounting tools and analyse the financial



statements as per the requirement of stakeholders.

**Suggested Readings:**

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India.
3. Drury Colin, Management and Cost Accounting, Thomson Learning.
4. Garison R.H. and E.W. Noreen, Managerial Accounting, McGraw Hill.
5. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education.
6. Jawahar Lal, Advanced Management Accounting, Text, Problems and Cases, S.Chand & Co., New Delhi.

Note: Latest edition of the readings may be used.



# BUSINESS COMMUNICATION - LAB

## Course Objectives:

- To understand and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation
- To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
- To develop the ability to read and write a documented paper and/or to give an oral presentation.

## SYLLABUS

### I. Listening Skills

Beginner	- Listening to a conversation - Listening to a talk show - Listening to a documentary
Intermediate	- Listening to a conversation - Listening to a talk show - Listening to a documentary
Advance	- Listening to a conversation - Listening to a talk show - Listening to a documentary

### II. Reading Skills

Reading Comprehension	- Beginner - Intermediate - Advance Interpreting Visual Information - Graph - Charts - Table
-----------------------	--

### III. Writing Skills

Job Application  
Letter Resume

#### Writing

Writing a circular  
Writing an agenda  
Minutes of meeting  
Interpreting visual information - Graph, Charts, Table  
Writing a blog

### IV. Speaking Skills

Self-Introduction  
Public Speaking  
Extempore Debate  
Group Discussion  
Role play  
Welcome address  
Vote of thanks



**Course Outcomes:**

- Students will gain confidence in their business communication skills.
- Students shall be able to draft business correspondence with brevity and clarity
- Students shall be able to deliver effective oral business presentation.

