

## SEMESTER SCHEME

### I SEMESTER

Subject Code	Title of the Paper	Hours per week	Total Marks	Credits
P415 MC 101	International Business Environment	4	100	4
P415 MC 102	Accounting for Decision Making	4	100	4
P415 MC 103	Management Concepts & Organizational Behaviour	4	100	4
P415 AR 101	Mathematics & Statistics for Managers	3	100	3
P415 AR 102	Economics for Managers	3	100	3
P115 AO 101	Basic Skills in Counseling / French	3	100	3
P415 MCE 101	Managerial Communication - I	2	Grade Points	1
P115 ACBE 101	Analysis of Current Business and Economics – I (VALUE ADDED COURSE)	2		1
P115 QTLR 101	Quantitative Techniques and Logical Reasoning- I (VALUE ADDED COURSE)	2		1
<b>TOTAL</b>		<b>27</b>		<b>24</b>

# **P115 MC 101 - INTERNATIONAL BUSINESS ENVIRONMENT**

## **Objectives:**

- 1. To familiarize the students with the concepts, functions and practices of international business.*
- 2. To enable them get global perspective on issues related to business.*

## **Module 1 :**

**An Overview of International Business:** Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

## **Module 2 :**

**International Trade and Theories:** Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler –Samuelson theorem, International Product life Cycles. Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

## **Module 3 :**

**Socio-cultural environment,** Significance, Religion, Language, Education, Aesthetics, Attitudes, Culture (Hofstede's 5 Dimensions Theory), Cross cultural literacy, Managing Diversity, Strategy , Compatibility, Social Responsibility of Business.

## **Module 4 :**

**Global Trading Environment:** Free Trade Verses Protection, Liberalization of World Trade. FDI and their Impact on the Economy, PESTLE Factor- ( Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multination's; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries, Social Factor).

## **Module 5:**

**International Institution:** UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, TRIMS, TRIPS, Features of TRIMS/TRPIS, International Legal Environment as related to Business- WTO, Role and Advantages of WTO. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

Letters of Credit (LC), FEMA – Double Taxation Agreements (DTA).

**BOOKS FOR REFERENCE:**

1. Charles W Hill: *International Business*, TMH Publishing Company Ltd.
2. Darrell Mahoney: *International Business*, Longman, 1998.
3. Donn Ball & Wendell Mcculloch: *International Business*, Irwin McGraw Hill, 1999.
4. John D. Daniels & Lee Radfaugh: *International Business*, Pearson 2003.
5. John. J. Wild (et al): *International Business*, Prentice Hall of India, 2003.
6. Michael Zinkata (et al): *Global Business*, Dryden Press 1988.
7. Richard M. Schaffer (et al): *International Business Law and its environment*, Thomson 2002.
8. *WTO Annual Reports*, Geneva.
9. *WTO, Overview of Developments in the International Trading Environments*, Annual report by the Director General WTO, Nov. 22, 2000.
10. *The International Business Environment – Sundaram & Black – Prentice Hall.*
11. *World Resources & Trade - Khanna & Gupta.*
12. *International Trade – Law & Practice – Motiwal & Awasthi.*
13. *Legal Environment Today – Miller & Roger Leroy.*

## **P415 MC 102: ACCOUNTING FOR DECISION MAKING**

### **Objectives:**

*To enable the students gain knowledge about concepts, principles and techniques of accounting and to enable the students use financial and cost data in planning, decision making and control.*

### **Module: 1:**

**Introduction to financial accounting** - Uses and users of accounting information, generally accepted accounting principles and concepts, Fundamental Accounting Assumptions, the accounting environment, the role of accounting in capital market and corporate governance. Recording of business transaction, classification of commonly used accounts, the double entry system, journal, Ledger and trial balance.

### **Module: 2:**

**Measurement of Business Income and Financial position** - Preparation of Profit and loss account, balance sheet as per the revised Schedule VI to the Companies Act, 1956 to be effective from 1.4.2011, understanding of corporate Financial Statements in annual reports.

### **Module: 3:**

**Valuation of Fixed assets** - Depreciation accounting, valuation of inventories (as per respective accounting standards issued by Accounting Standard Board of Institute of Chartered Accountants of India)

### **Module: 4:**

**Financial statement analysis** - Objectives, standards of comparisons, sources of information, Techniques of financial statements analysis: Ratio analysis, Comparative analysis, Trend analysis, common sized analysis, fund flow statements, cash flow statements. (As per AS-3)

### **Module: 5:**

**Introduction to cost accounting** - Concepts and classification, standard costing and variance analysis, budgetary control, absorption costing and marginal costing, applications of Marginal Costing, Cost-volume – profit analysis, Concepts of Target costing, activity based costing and life cycle costing.

### **BOOKS FOR REFERENCE:**

1. R. Narayanaswamy, *Financial Accounting*, PHI
2. Nitin Balwani, *Accounting and Finance*, EB
3. Dr. Jawaharlal, *Accounting for Management*, HPH
4. Khan and Jain, *Management Accounting*, TMH

5. *Louderback and Holmen, Managerial Accounting, Thomson*
6. *Ambrish Gupta, Financial Accounting for Management, Pearson*
7. *Robert Anthony, David Hawkins and Kenneth Merchant, Accounting, TMH*
8. *James Stice and Michael Diamond, Financial Accounting, Thomson*
9. *Tulsian, Financial Accounting, Pearson*
10. *Warren Reeve Fess, Financial Accounting, Thomson*
11. *Bannerjee, Financial Accounting, EB*

## **P415 MC 103: MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

### **Objectives:**

*To enhance understanding of the dynamics of interaction between individual and the organisation to facilitate a clear perspective to diagnose and effectively handle human behavior issues in organizations and develop greater insight into their own behavior in interpersonal and group team situations. To acquire skills in influencing people in organizations, to provide to the students a Foundation of knowledge in organizations and help them to become aware of the influence of organisation, structure on the attitudes behavior performance of people working in organizations.*

### **Module 1:**

**Management Science, Theory and Practice** - The Evolution of Management Thought and the Patterns of Management Analysis – The Nature and Purpose of Planning – Objectives – Strategies, Policies and Planning Premises. Organizational Behavior and Management functions of management. What Managers do- elements of an organisation, role of a manager in an organisation, why study organizational behavior, an organizational behavior model, Hawthorne experiment, learning organizations.

### **Module 2:**

**Foundation of individual behavior** - Attitude – formation, functions, change of attitudes, values, types.

Personality – determinants, shaping of personality, the self concept, self-esteem, and self-efficiency.

Perception – perceptual process, managing the perceptual process.

Learning -learning process, Principles of Learning – rewards and punishments, Reward System and Behavioral management, Reward and Punishment, Organizational Reward Systems.

### **Module 3:**

**Management of motivation** - Motivation in work settings managerial issues and challenges. Theories - Maslow's, ERG, Hertzberg's, McClelland's, McGregor, Equity theory, Goal setting, Vroom's, cognitive evaluation, Porter and Lawler.

### **Module 4:**

**Team Building and Group Dynamics** - Team Building and group dynamic, working teams and team effectiveness. Intra team dynamics, influence of the group on individual group decision making, inter group relations collaboration, conflict management and Change Management.

## **Module 5:**

**Leadership** - Dynamics of managerial leadership, what is leadership, transition of leadership theories, leadership, theories, power and politics leadership and management change

## **Module 6:**

**Organization culture and Organization climate** - Behavior structure, process & Design: the course mainly connected with nature of management – Introduction to organizations the structural Perspectives, dimensions of structure.

### ***BOOKS FOR REFERENCE:***

1. *Koontz & Weirich, Essentials of Management, Tata McGraw Hill.*
2. *Uday Pareekh, Organizational Behaviour, Oxford*
3. *Stephen Robbins and Timothy Judge, Organizational Behaviour, PHI*
4. *Fred Luthans, Organizational Behaviour, TMH*
5. *Steven Robbins and Seema Sanghi, Organisational Behaviour, Pearson*
6. *P Subba Rao, Management of Organizational Behaviour, HPH*
7. *Gregory Moorhead and Ricky Griffin, Organizational Behaviour, Biztantra*
8. *Debra Nelson and James Quick, Organisational Behaviour, Thomson*
9. *PG Aquinas, Organization Behaviour, EB*

## **P415 AR 101 - MATHEMATICS & STATISTICS FOR MANAGERS**

### **Objectives:**

*The course facilitates the students to develop and hone statistical skills for managerial decision making.*

### **Module 1:**

**Mathematical basis for managerial decision making** - Functions linear, Differentiation, Maxima & Minima Emphasis on cost and revenue functions, Ratio and Proportion.

### **Module 2:**

**Business Statistics and scope-** Application of Statistics in Managerial Decisions making, Definition of Statistics, Measures of Central tendency, Dispersion, Skewness & Kurtosis - interpretation and business applications.

### **Module 3:**

**Probability Theory-** Meaning and importance, Theorems of probability, conditional probability, joint probability, Baye's Theorem, Random variable, expectation and variance of random variable, Probability distributions-Binomial, Poisson, Normal and Exponential with business application

### **Module 4:**

**Decision Theory-** Decision Tree, Decision making under certainty, uncertainty and risk, Bayesian approach

### **Module 5:**

**Correlation analysis-** Methods of correlation analysis, Lag and lead in correlation, Multiple Correlation, Regression analysis Linear and multiple regression, Introduction to regression model building via SPSS

### **Module 6:**

**Index Numbers and Time Series** – Index Numbers construction and application, Tests of consistency, Introduction to time series- secular trend and applications

### ***BOOKS FOR REFERENCE***

1. *Mittal, Sathyaprasad and Pradeep Rao, Mathematics and Statistics for Management, HPH*
2. *Azel and Sounderpandian, Complete Business Statistics, TMH*

3. *JK Sharma, Business Statistics, Pearson*
4. *RS Bhardwaj, Mathematics for Economics and Business, EB*
5. *RP Hooda, Statistics for Business and Economics, McMillan*
6. *GC Beri, Business Statistics, TMH*
7. *BR Dey, Managerial Statistics, McMillan*

## **P415 AR 102 - ECONOMICS FOR MANAGERS**

### **Objectives:**

*The course will sharpen their analytical skills through integrating their knowledge of the economic theory with decision making techniques. The course covers the standard topics of managerial economics that are crucial to understanding the behavior of business firms in a global setting.*

### **Module 1:**

**Nature, Scope and methods of managerial economics-** Scarcity, choice and allocation problems in business. Basic factors in business decision making: Marginalism, Equi-marginalism, and Opportunity cost principle, Risks and uncertainties, Time value of money. Use of quantitative techniques in managerial economics: Mathematical functions, derivatives, optimization principles and statistical techniques.

### **Module 2:**

**Demand analysis, estimation and forecasting -** Demand theory. Types of demand. Demand elasticity: Types, measurement and factors. Elasticity of demand and marginal revenue. Uses of elasticity concept in business decision making. Estimation of Demand function. Demand forecasting: Importance and methods. Qualitative and quantitative techniques.

### **Module 3:**

**Production analysis -** Production functions with one-variable and two-variable inputs. Returns to a factor and returns to scale. Isoquants, isocost curves and ridgelines. Optimum factor combination. Elasticity of output and Elasticity of substitution. Empirical production functions. Forms of Production function. Cobb-Douglas and CES production functions. Production possibility analysis. Optimum product mix of a multi-product firm.

### **Module 4:**

**Cost and revenue analysis -** Cost theory and its applications: Types of costs. Theoretical and Empirical cost curves. Short-run and long-run cost curves. Derivation of cost functions from production functions. Empirical estimation of cost functions. Economies of scale versus economies of scope. Optimum firm. Learning curve. Cost control and cost reduction. Revenue concepts and functions. Break-even analysis.

### **Module 5:**

**Market structure and product pricing -** Features of and pricing-output decisions in perfect competition, monopoly, oligopoly and monopolistic competition. Equilibrium of the firm and of

industry under different market conditions. Degree of monopoly power. Discriminating monopoly. Welfare triangle. Pricing methods and practices of modern business firms: Cost-based and demand-based pricing strategies.

### **Module 6:**

**Theories of the firm and profit** - Alternative objectives of the firm. Profit maximization versus sales maximization objectives. Traditional, behavioral and managerial theories of the firm. Accounting profit versus Economic Profit. Theories of Profits.

### **BOOKS FOR REFERENCE:**

1. *Atmanand, Managerial Economics, EB*
2. *Sk Misra and VK Puri, Indian Economy, HPH*
3. *Dominick Salvatore, Managerial Economics, Thomson*
4. *Damodaran, Managerial economics, Oxford*
5. *Keating and Wilson, Managerial Economics, Biztantra*
6. *Craig Peterson, Chris Lewis and Sudhir Jain, Managerial Economics, Person*
7. *Chirstopher Thomas and Charles Maurice, Managerial Economics, TMH*
8. *Mankar, Business Economics, McMillan*
9. *Paul Keat and Philip Young, Managerial Economics, Pearson*

## **P115 AO 101: BASIC SKILLS IN COUNSELLING**

### **Objectives:**

- To train students who will be available in the community, to reach out to those who need help.
- To give the students an overview about counseling, which might help them in making a decision in dealing with their students, identification of problems among students and the ability to make referrals
- To give the students opportunity for self/personal growth.

### **Module 1:**

Meaning & Definition of Counseling, Qualities of a Counselor: Self-Awareness, Counseling situations, Different modes of Counseling: Individual, Group, Family, Tel,E-Mail, Ethical issues in Counseling

### **Module 2:**

Rapport Building, Attending Skills, Observation Skills, Questioning Skills, Positive Asset Search

### **Module 3:**

Encouraging, Paraphrasing and Summarizing, Reflection Feeling/Empathy, Emotions: Identification, expression, regulation

### **Module 4:**

Case history taking, Structuring a session, Self Esteem.

### **Module 5:**

Person-Centered Theory - Core Conditions of Counseling, Psychoanalytic Theory :Unconscious, Defense Mechanism.

### **Module 6:**

Theory of Psycho-social development, Behavioural Theories: Classical & Operant Conditioning and it's application

### **Module 7:**

CBT identification: A-B-C , Assertiveness training, Peer Pressure.

**Module 8:**

Anxiety, Depression, Suicide.

**Module 9:**

Boundaries as a teacher, referral skills, Stress and Stress Management Techniques & Work Life Balance.

**Module 10:**

Evaluation

***Books For Reference:***

1. Bond, T. (1997). *Standards and ethics for counsellors in action*. New Delhi: Sage. Cormier, S. & Cormier, B. (1998). *Interviewing strategies for helpers* (4<sup>th</sup>edn.). Pacific Grove, CA: Brooks/Cole.
2. Corey, G (2009). *Theory and practice of counselling and psychotherapy* (8<sup>th</sup>edn.). Pacific Grove, CA: Brooks/Cole.
3. Egan, G. (1994). *The skilled helper* (5<sup>th</sup>edn.). Pacific Grove, CA: Brooks/Cole.
4. Ivey, A.E. & Ivey, M.B. (2003). *Intentional interviewing and counselling* (5<sup>th</sup>edn.). Pacific Grove, CA: Brooks/Cole.
5. Shertzer, B. & Stone, S. C. (1980). *Fundamentals of counselling*. Boston: Houghton Mifflin .

# **P115 MCE 101: MANAGERIAL COMMUNICATION - I**

## **Module 1:**

**Foundation Of Management Communication:** Importance of Communication Concepts and Dimensions; Forms of Communication; Process of Communication: Different Stages; Introduction, Barriers and Gateways in Communication; Difference between Oral and Written Communication, Listening and Feedback; Communicating in teams.

## **Module 2:**

**Effective Oral Communication: (Large Group Communication)** Demonstrate Improved persuasion skills and Influencing skills, Negotiation Skills, , Public Speaking, and Presentation Skills.

## **Module 3**

**Business Writing And Creative Expression: (Commercial Communication)** - Routine /Business/Sales Letter, Proposal writing, Report writing, Content writing Brochures, Flyers, News Letter.

## **Module 4:**

**Mastering Listening Skills/Non Verbal Communication/ Interpersonal Skills -** Understanding Listening Process, Overcoming Barriers to Effective Listening, Recognizing Different Types of Listening, Note Taking, Using Non verbal Communication Effectively. Communication for Giving and Receiving Constructive Criticism and Conflict Resolution.

## **Module 5:**

**Business Vocabulary:** Fundamentals Of Executive English, Errors Analysis, Punctuation and Global English.

## **Methodology**

Role-Plays, Cases, Lectures, Individual & Group Exercises, Films, Presentations by Students and Videos.

## **Evaluation**

Quiz, Assignments & Presentation - 50%  
End Term Exam 50%

## ***Textbooks & Course Material***

1. *Essentials of Business Communication, 6th Edition, Mary Ellen Guffey, South-Western College Publishing, 2003.*
2. *Excellence in Business Communication, 8th Edition, Thill, John V., Courtland L. Bovee Prentice Hall, 2007.*

3. *Business Communication*, 2nd Edition, Prof. Dr. Asha Kaul, PHI Learning P.Ltd., 2009.
4. *Secrets of Face-to-Face Communication*, 1st Edition, Peter Bender & Dr. Robert Tracz, Macmillan India, 2007.
5. *Soft Skills*, 1st Edition, Prof. Dr. K. Alex, S. Chand & Co. Ltd., 2009
6. *Personal Development*, All-in-One, 1st Edition, Edited by: Gillian Burn, Wiley India, 2009
7. *The Economist: Style Guide*, 9th Edition, Profile Books, Indian Edition: Viva Books, 2009