

# **Rajiv Gandhi Proudyogiki Vishwavidyalaya, Bhopal (M.P.)**

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## **MB-101 ORGANISATIONAL BEHAVIOUR**

**Course Objective**-To develop an understanding of the individuals and groups behavior in side organizations should further enhance your skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.

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### **Unit – I Focus and Purpose**

- Definition, need and importance of organizational behaviour– Nature and scope–Framework– Organizational behavior models, Organization and the environmental factors.
- Organizational Theory, Organizational behavior modification. Misbehavior–Types

### **Unit – II Individual Behavior**

- Personality– Types–Factors influencing personality– Theories.
- Learning– Types of learners– The learning process–Learning theories. .
- Attitudes – Characteristics– Components– Formation – Measurement-Values.
- Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Emotions and Moods in workplace

### **Unit – III Group Behavior**

- Organizationstructure–Formation–Groupsinorganizations–Influence–Groupdynamics– Interpersonal Communication
- Team building-Interpersonal relations– Group decision making techniques.
- Meaning of conflict and its types, Conflict Redressal process

### **Unit – IV Leadership and Power**

- Leadership – Meaning, importance, traits, styles and Theories. Leaders Vs Managers.
- Sources of power – Power centers – Power and Politics.
- Motivationatwork–importance,need,typesanditseffectsonworkbehavior. Motivation Theories : Maslow’s, Herzberg, etc.

### **Unit – V Dynamics of Organizational Behavior**

- Organizational culture and climate– Factors affecting organizational climate–Importance.
- Organizational change –Importance– Stability Vs Change–Proactive Vs Reaction change–the change process–Resistance to change– Managing change.
- Stress–WorkStressors–Prevention and Managementofstress–Balancing work and Life. Organizational Development – Characteristics & objectives.
- Organizational effectiveness. Benchmarking-TQM and Six Sigma (Overview)

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## **REFERENCE BOOKS**

Human Behavior at work	Keith Devis
Organizational Behavior;Concepts, Skills and Practices	Kinicki Kreitner
Dimension of Organizational Behavior	T. Herbert
Organization &Management	R. D. Agrawal
Organizational Behaviorand Performance	Aszilagyl&Walace
Organizational Behavior	K. Aswathapa
Organizational Behavior	Jit Chandan
Organizational Behavior	V. Ghosh
Organizational Behavior	GregoryMorehead
Organizational Behavior	FredLuthans
Organizational Behavior	RosyJoshi
Organizational Behavior	Stephen Robbins

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## **MB-102– PRINCIPLES & PRACTICES OF MANAGEMENT**

**Course Objective**– The objective of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management

### **UNIT– I**

- Management concept, Importance, and Scope, Fields of management, Role of managers.
- Evolution of Management thought– Trends and Challenges of Management in Global Scenario.
- Fayol and Taylor Principles of Management, Classical and Neoclassical Theory

### **UNIT– II**

Nature and purpose of planning- Planning process-Types of plans–Objectives. Six P'S of Planning. Strategies- Types of strategies TOWS Matrix, Porter's Generic Competency Model-, BCG Matrix and GEMatrix, Policies.

- Decision Making-Types of decision-Decision Making Process – Rational Decision Making.

### **UNIT-III**

- Nature and purpose of organizing–Organization structure Organizational Restructuring.
- Departmentalization-Span of control-Centralization and Decentralization-Delegation of authority
- Staffing-Selection and Recruitment-Orientation-Career Development-Career stages
- Training –Performance Appraisal (overview).
- Corporate social Responsibility plans.
- Concept and benefits of Managing By Objective (MBO)

### **UNIT-IV**

- Organization Culture-Elements and types of culture -Managing cultural diversity.
- Motivation & leadership– concept, style and theories. Its role in business effectiveness.
- Creativity-Introduction, Concept of Creativity, Importance of Creative Thinking, Process of Creative Thinking, Techniques for Creative Thinking-Brainstorming
- Innovation – meaning, sources, elements and stages of innovation.
- Co-ordination & co-operation -Concept, Need and techniques

### **UNIT V**

- Process of controlling-Types of control-Budgetary and non-budgetary control, Quality Control  
Managing Productivity - Cost Control - Purchase Control – Maintenance Control, Quality Control – Planning operations.

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## **REFERENCE BOOKS**

Principles of Management-	Tata McGRAW-Hill
Current Readings in Management- Management-	Tata McGRAW-Hill Essentials of Koontz and Weihrich
The Process of Mgt, Concept, Behaviour & Practice	Newman Summer Warren
Organizational Behaviour, 9th Ed.	Stephen Robbins
Human Behaviour at Work	Davis and Newstrom
Organisation Behaviour	Fred Luthans

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## **MB –103 ACCOUNTING FOR MANAGER**

**Course Objective**–The basic objective of this course is to equip the students with the knowledge of Accounting principles, conventions and concepts. It will make students aware of financial reporting system and techniques of financial analysis. The course is also intended to provide insight into the accounting techniques that may enable students in managerial decision-making and control.

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### **UNIT-I**

- Accounting–Meaning,scope,uses&types.FinancialAccountingConcepts,conventionsand principles –their implications on accounting system.
- Accounting Cycle. Classification of capital and revenue expenses.

### **UNIT-II**

- Concept&MethodsofdepreciationSLMandDBM.Impactofdepreciationonmeasurementof business Accounting.
- Trial Balance, Profit and Loss Account and Balance Sheet Preparation.
- Incorporation of Company, Purchase of Business

### **UNIT-III**

- ConceptandNeedforanalysisofFinancialStatements–TypesandToolsofanalysis:Trend analysis, Common size statements and Comparative statements. Final Accounts of Company - Understanding.
- Financial Ratio Analysis: Meaning, Uses, Importance, need and limitations of Ratio analysis. Types-Turnover, Liquidity, Solvency, Proprietary, Leverage and Profitability Ratios.

### **UNIT-IV**

- Cost Accounting-Nature, role, elements & classification of cost. Cost sheet.
- Marginal Costing-Concept, Importance and Contribution in Decision Making. Limitations of Cost Accounting
- CostVolumeProfitAnalysis-BreakEvenAnalysis,MarginofSafety,PVRatio.Conceptof Variances (Materials and labor).

### **UNIT-V**

- Understanding of Inflation Accounting, Responsibility Accounting &Human Resource Accounting.
- Concept of Budget and Budgetary control- Flexible vs. Fixed budget.Revenue Budget, Preparation of Cash, Sales and Production Budgets.
- Introduction toTally-Accounting application.

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<b>REFERENCE BOOKS</b> Management Accounting	Robert
Anthony Management Accounting	I.M.Pandey
Accounting for Management Control	Horngren
Introduction to accountancy	Grewal T.S.
Cost Accounting and Costing Methods	Wheldon
Cost Accounting	R.L. Gupta & V.K. Gupta,
Introduction to Accounting	S.N. Maheshwari,
Cost Accounting, Theory and Problems	SN Maheshwari, Vikas Publications, New Delhi: III Edition 2000
Financial Management	Khan & Jain
Managerial Accounting	Hingorani R. and Grewal
Cost Accounting	Biggs
Marginal Costing	Lawrence and Humphrey
Management Accounting	D.C. Sharma and K.G. Gupta
Management Accounting	S.P. Gupta
Double Entry Book Keeping	T.S. Grewal
Cost Accounting	Dr. P.K. Jain
Cost Accounting	Khan & Jain
Management Accounting 3rd Ed.	Khan & Jain
Theory & Problems in Management & Cost	Khan & Jain

Accounting

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## **MB-104 MANAGERIAL ECONOMICS**

**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.

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### **UNIT I:-**

- Introduction to Managerial Economic: meaning, scope and methods of Managerial Economics, Importance and application of Managerial Economics to decision making.
- Decisions-Concepts of Opportunity cost, Time Value of Money, Scarcity, choice & production possibility curve.

### **UNIT II**

- Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand.
- Elasticity of Demand-Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand.
- Demand forecasting-meaning, significance and methods.

### **UNIT III**

- Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.
- Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale.
- Cost concept and analysis, short-run and long-run cost curves and its managerial use.

### **UNIT IV**

- Market Equilibrium and Average Revenue Concept.
- Market Structure: Perfect Competition, features, determination of price under perfect competition.
- Monopoly: Feature, pricing under monopoly, Price Discrimination.
- Monopolistic: Features, pricing under monopolistic competition, product differentiation.
- Oligopoly: Features, kinked demand curve, cartels, price leadership.
- Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

### **UNIT V**

- National Income; Concepts and various methods of its measurement, Employment, Index Numbers, Inflation and Deflation- types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory, Innovation theory and Theory of Rent.
- Fiscal and Monetary Policy (Overview)

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## **REFERENCEBOOKS**

- Managerial Economics
  - Managerial Economics :Concepts &Cases
  - Managerial Economics
  - Managerial Economics and Business Strategy
  - Managerial Economics
  - Managerial Economics
  - Introduction to Managerial Economics
  - Managerial Economics
  - Economics decisionmodels
  - Theoryof theFirm
  - A Studyof Managerial Economics
  - Managerial Economics
  - Managerial Economics
- Varshney&Maheshwari  
Mote, Paul &Gupta  
D.N. Dwivedi  
Michel Baye(McGraw-Hill)  
Thomas RChristopher (McGraw-Hill)  
D.C. Hogue  
C.I. Savage&J.R. Small  
C.J.Stocks  
I.L. Riggs  
K.L. Cohen&R.M. Cyert  
D.Gopal Krishna  
GuptaG.S.  
M.L.Jhingan J.K. Stephen



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## **MB-105COMPUTERAPPLICATION IN MANAGEMENT**

**Course Objective**-Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through net.

### **UNIT–I Introduction to Computer& Operating System:**

- Introduction to computers, Advantages, Disadvantages and of computer Applications, Block diagram and working model of computer. Computer and communication networks, Evolution of computer networks, LAN, MAN, WAN.
- Classification and generation of computer. Configuration of PC.Study of various add-on devices to PC like modem, printer, scanner, and Input /Output Devices.
- OperatingSystem–BasicIntroductiontoMS-DOS,UnixandWindowsasOperatingSystem. Functions & types of OS. Concept of GUI.

### **UNIT–II Office Automation & Management**

- Word Processing–Creating, Opening, editing, formatting, composing, printing, saving etc. preparing & merging documents.
- Excel-working with spreadsheets, presenting data using graph, tables, formulas and functions. Editing and formatting of charts. WHAT –IF Analysis.
- PowerPoint–creationofpresentation,datarepresentationthroughgraphics,animatingyour presentation.
- Outlook–E-mailingandgettingconnectiontoInternet,configuringofoutlookexpress,using outlook for your mail checking, sending and updating.
- Tally–Introduction to computational accounting.

### **UNIT–III Internet**

- Internet:OverviewofInternet,Architecture&FunctioningofInternet,BasicservicesoverInternetlike WWW,IPaddresses,ISPs,URL,Domainnames,WebBrowsers,InternetProtocols,Searchengines, Web browsing, searching, downloading uploading from Internet.
- E-Mail Etiquette - Working process of E-mail, chatting. Applications of Information Technology.

### **UNIT–IV Introduction to E-Commerce**

- Meaning, nature, scope and channels, E-Market, Models of e-commerce, Global trading environment and adoptionofe-commerce, application of ecommerce to Supply chain management.
- EDI and paper lesstr ading, characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards, E-CommerceinIndia

### **UNIT–V Electronic Transaction**

- Concept of E-transaction, purchase order processing and payments.
- Electronic Payment Systems, types of payment systems- e-cash and currency servers,e-cheques, credit cards, smart cards, electronic purses and debit cards. MasterCard/Visa Secure E-Transaction. Mobile commerce.
- Security risks of e-commerce-Type sand sources of threats. Cyber Crime.

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## **REFERENCE BOOKS**

ElectronicCommerce: Framework&Bhasker Technologies and Applications	
Web CommerceTechnologyHand book	Minol
Computer Fundamental	V Rajaraman
LINUX	Tech Media Publication
Web pageprogramming	BPBPublicaton
E-Commerce	Daniel Minoliand EmmaMinoli
Web-Commerce	Bajaj&Nag
MS-OfficeXP	BPBPublication

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## **MB-106 QUANTITATIVE TECHNIQUES FOR MANAGERS**

**Course Objectives**–The basic aim of this course is to impart knowledge of basic statistical tools and techniques with emphasis on their application in business decision process and management.

### **UNIT– I:**

- Introduction to Statistics-origin, scope, development and branches of statistics, limitations of statistics, statistics & computers, Applications of Statistics in Business.
- Measures of Central Tendency-Mean, Median, Mode, Geometric Mean and Harmonic Mean.

### **UNIT– II:**

- Dispersion- Range, Quartile deviation, Mean Deviation, Standard Deviation and co-efficient of variation.
- Skewness: Karl Pearson co-efficient of skewness, Bowley's co-efficient of skewness, Kelley's co-efficient of skewness-Theory and problems. Concept of Kurtosis.

### **UNIT– III:**

- Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.
- Regression Analysis: Concept, Method of least square fit of a linear regression, lines of regression, Properties of regression coefficients.

### **UNIT– IV:**

- Probability Theory: Concepts, additive, multiplicative, conditional probability rules, Bayes's Theorem and introduction to probability distribution (Binomial & Poisson distribution)
- Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models.
- Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers–introduction, Characteristics, types and uses of index numbers, weighted & un-weighted price indexes, Tests of adequacy and consumer price indexes.

### **UNIT– V:**

- Hypothesis testing and statistical inference (Introduction to methodology and Types of errors) introduction to sample tests for Univariate and Bivariate analysis using normal distribution, f-test, and t-test, z-test and chi square test.
- Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction)
- Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

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## **REFERENCE BOOKS**

Statistic for Management	Levin RI
Quantitative Techniques in Management	N.D. Vohra (The McGraw-Hill)
Statistics for Modern Business Decision	Lapin & Lawrence
Business Statistics	Gupta SP
Modern Elementary Statistics	Friend John I
Fundamentals of Statistics	Gupta G & Dasgupta
Quantitative Techniques	Chandan JS
Statistics for Business & Economics	Chandan JS
Introduction to Statistical Methods	Gupta V
Quantitative Techniques	CR Kothari
Mathematics for Management and Computer Applications	J.K. Sharma, New Delhi, Galgotia Publication
Business mathematics and statistics	R. K. Ghosh and S. Saha,
New Central Book Agency 9 <sup>th</sup> Ed.	
Business Mathematics and Quantitative Techniques	Saha, Calcutta, Central Book Agency
Statistics for Management	Richard I. Levin and D.S. Rubin
Prentice Hall of India,	

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## **MB-107LEGAL ASPECTS OF BUSINESS**

**Course Objective**–The basic objective of this course is to expose. The students towards the mercantile law and equip the students with broad based knowledge of company law.

### **UNIT I**

- **Indian Contract Act, 1872** Definition of a Contract and its essentials, Formation of a valid Contract- Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. Special Contracts Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency, Creation & termination of Agency Rights, Duties and Liabilities of Agent.

### **UNIT II**

- **Sales of Goods Act, 1930:** Meaning- Contract for Sale of Goods, Essentials of a Contract of Sale- Formalities of a Contract of sale, Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller– Rules as to delivery of goods.

### **UNIT III**

- **The Companies Act, 1956:** Company- Definition, Meaning, Features and Types of companies. Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus. Share Capital. Companies ACT 2013 and subsequent amendments.
- **The Indian Partnership Act, 1932:** Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms, Partnership Act 2013 (amendments). Limited liability Partnership

### **UNIT IV**

- **The Negotiable Instruments Act, 1881:** Negotiable Instruments - Meaning, Characteristics, Types, Parties– Holder and holder in Due Course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument- Noting and Protest, Liability of parties on Negotiable Instrument.
- **The Consumer Protection Act, 1986:** Definitions of Consumer, Complainant, Goods, Service- Meaning of Consumer Dispute, Complaint- Unfair Trade Practices- Restrictive Trade Practices, Rights of Consumers, Consumer Disputes, Redressal Agencies.

### **UNIT V**

- **The Information Technology Act, 2000** Digital Signature Definition, Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty & Adjudication, Cyber Law (only Preamble).
- **Intellectual Property Right (IPR) Act** Conceptual understanding of patents, copyrights, trademarks and designs.
- **Right to Information Act 2005:** Right to know, Salient features of the Act, Request procedure for obtaining information, Exemption from disclosure of information.

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## **REFERENCE BOOKS**

BusinessLaw	M.C. Shukla		
BusinessLaw	Mulchandani, K.R.		
BusinessLaw	Mahaeshwari, R.P. &S.N.		
Principles of BusinessLaw	K. Ashwathappa		
BusinessLaw	Sen &Mitra		
BusinessLaw	M.C. Kuchhal		
Govt. &Business	N.KSengupta		
BareActs–			
Indian Contract Act			
Sale ofGoods Act			
Partnership Act			
BusinessLaw	Balachandani		
BusinessLaw	SD Geet and MS Patil		
BusinessLaws	Gulshan Kapoor		
Business and CommercialLaws	Sen and Mitra		
AnIntroduction to MercantileLaws	N. D. Kapoor		
Business laws	N.M. Wechelkar		
BusinessLaws	M.D. Mulla		
Company Law	Avtar Singh		
BareText	of	the	relevantAct

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## **MB-108 ECONOMIC ENVIRONMENT OF BUSINESS**

**Course Objective** – The objective of this course is to sensitize towards the overall business environment within which organization has to function and to provide insight to students fits implication for decision making in business organizations. So that they should understand the dogma of business in which they are seeking their future.

### **UNIT I**

- **Business Environment:** Definition, Nature, Scope, principles, elements of Business, Dynamic factors, significance and nature of business environment.
- **Environment scanning**– Meaning, importance and its process. Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment.
- **Globalization:** New dimensions of Business.

### **UNIT II**

- **Politico-legal Environment:** Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA & FERA, SEBI Act, Consumer Protection Act; Changing dimensions of the laws and their impact on business.

### **UNIT III-**

- **Economic Environment:** Philosophy and strategy of planning in India; Phase of Economic Development and its impact, Concept of mixed economy: the public sector and the private sector, their changing roles; Inflation– FDI and collaboration; Industrial policy in India in recent years; Policy with regard to small scale industries and labour.
- **Financial Environment:** The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations; Multinational corporations (MNC); Introduction to Stock Exchange of India.

### **UNIT IV**

- **Technological and socio-cultural Environment:** Policy for research and development in India; Problem of selecting appropriate technology; Multinational source of technology; foreign collaborations and joint ventures
- **Impact of culture and values:** Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business.

### **UNIT V**

- **Economic Reforms in India:** Liberalization, Privatization and Globalization. Liberalization in India: the new Economic Policy; Policy changes for liberalization & its impact, Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features and role of WTO, IMF and World Bank in global economic development.

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## REFERENCE BOOKS

Principles of Business Management	Arun Kumar/ArchanaSharma
Business Environment	F.
Cherunilum Market Management inIndia	
Manas Pandey Business & Economic Law	
Bansal Privatization ofPSU in India	
C.N.P. Nair Export/Int. Management	
Balgopal Economic environment of Business	
Biswnath Ghosh	

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