ORGANISATIONAL EFFECTIVENESS AND CHANGE

MBA 201(PT)

Objectives: To familiarize the students with basic organizational processes to bring about organizational effectiveness and change

Unit I: Organizational Process: Concept of organizational climate, Impact of organizational climate, developing sound organizational climate; organizational culture, Role of culture, functions of culture, learning culture. Unit II: Interpersonal Process I Concept of power, bases of power, power tactics politics, political implications of power, contemporary perspectives on leadership ñ charismatic, transactional, transformational perspectives ñ substitutes for leadership.

Unit III: Interpersonal process II Conflict Intra personal-Inter personal, inter-group and organizational conflicts, Negotiation, inter- group behavior and collaboration, management of gender issues and cross cultural dynamics.

Unit IV: Organizational Change Concept of organizational change ñ change agents, resistance to change ñ approaches to managing organizational change, facilitating individual change.

Unit V: Organizational Development Need for O.D, OD intervention Techniques-Grid Management, Transactional Analysis, Sensitivity training ñ Process Consultancy. OD in India.

Suggested Readings

1. Anderson, A H and Barker D Effective Enterprise and change management Oxford, Blackwell Publishers Ltd. 1996

2. French, W E and Bell C H Organization Development New Delhi, Prentice Hall of India, 1995

3. Kao S R etc. Effective Organization and social Values New Delhi, sage 1994

4. Khandawalla, P.N. Organization Design for Excellence New Delhi, Tata McGraw hill, 1992

5. Luthans, F. Organizational Behavior 7 th ed. New York, McGraw Hill, 1995

6. Mendonca M and Kanungo R N Work motivation New Delhi, Sage, 1994 Robbins S P Organizational Behavior 7 th ed., New Delhi, Prentice Hall of India. 1996.

MARKETING MANAGEMENT

MBA 202(PT)

Objectives: The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Unit I: Nature and scope of marketing, Corporate orientations towards the market place, The Marketing environment and Environment scanning, marketing information system and marketing research.

Unit II: Understanding consumer and Industrial markets, buyer behavior Market segmentation, Targeting and positioning.

Unit III: Product decisions ñ product mix product life cycle, new product development branding and packaging decisions, Pricing methods and strategies.

Unit IV: Promotion decisions promotion mix, advertising sales promotion, publicity and personal selling; channel management - selection, co-operation and conflict management, vertical, horizontal and multi channel systems.

Unit V: Organizing and implementing marketing in the organization Evaluation and control of marketing efforts; New issues in marketing Globalization Consumerism, Green marketing, Legal issues.

Suggested Readings

1. Enis, B.M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill, 1991

2. Kotler, Philip and Armstrong G. Principles of marketing New Delhi, Prentice Hall of India, 1997

3. Kotler Philip, Marketing Management Analysis, Planning Implementation and Control New Delhi, Prentice Hall of India 1994

4. Ramaswamy V S and Namakumari Marketing Management Planning, Control, New Delhi, MacMillan, 1990

5. Stanton, William, J Fundamentals of Marketing New York, McGraw Hill , 1994

6. Neelamegham, S. Marketing in India: Cases and Readings New Delhi, Vikas, 1988.

7. William F. Schoell, Marketing contemporary concept and practices.

ACCOUNTING FOR MANAGERS

MBA 203(PT)

UNIT I

Accounting concepts, conventions and principles; Accounting. Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, -Depreciation Methods-Straight line method, Written down value method.

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios - Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement.

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet.

Marginal Costing - Definition - distinction between marginal costing and absorption costs - Breakeven point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing.

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organization - Time value of money concepts Legal, Sources of Long term finance

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital - Operating Leverage - Financial Leverage. - Capital Structure Theories –

Reference

1. A text book of Accounting for Management-Maheshwari S.N &Maheshwari S K

2. Financial Accounting for Management -Mukherjee

3. Management Accounting -Khan and Jain

4. Advanced Accounts -Shukla and Grewal

OPERATIONS RESEARCH

MBA 204(PT)

UNIT I

Operations research: Uses, Scope and Application. Decision Tree: Approach and its applications.

UNIT II

Markov Analysis, Linear programming problems: features, formulation and solution.Simplex method.

UNIT III

Transportation, Assignment, and Transportation problem and models: Definition, algorithm and solutions.

UNIT IV

Game theory: Concept, types, methods and models of solution, Sequencing problem, Queuing theory.

UNIT V

 CPM, PERT:Concepts of Network, Critical Path analysis; probability PERTAnalysis

Reference

1. Introduction to Operations Research Hillier and Lieberman

2. Quantitative Techniques in Management N.D. Vohra,

3. Operations Research Sharma J.K

4.Operation research kapoor.V.K.

BUSINESS ETHICS AND ETHOS

UNIT I

Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making.

Introduction to Marketing research- Nature & scope of Marketing Research, Functions of marketing research, Manager - Research Relationship, Managing Marketing Research & Ethical Issues.

UNIT II

Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Importance for Industry; Ethical Issues related with Advertisements, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of Swadhrama.

UNIT III

Gandhian approach in Management & Trusteeship: Gandhiji’s doctrine of Satya&Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business.

UNIT IV

Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient features (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making);

UNIT V

Relevance of Bhagvad Gita: Doctrine of Karma i..eNishkamaKarmayoga, Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, Bhagvad Gita & Self Management.

Reference

## 1- Ethics in Management and Indian Ethos, [GHOSH BB](http://www.vikaspublishing.com/author-details/-ghosh-bb/3133)

2- Human Values and Professional Ethics, SubhashBhalchandraGogate