

**INSTITUTE OF MANAGEMENT STUDIES  
DEVI AHILYA VISHWAVIDYALAYA, INDORE  
MBA (EXECUTIVE)  
SEMESTER 1  
BATCH 2021-23  
SYLLABUS**

<b>SEMESTER - I</b>		
<b>S. No</b>	<b>CODE</b>	<b>COURSE NAME</b>
1.	<b>MS5H-501</b>	Management Principles and Practice
2.	<b>MS5H-503</b>	Quantitative Methods
3.	<b>MS5H-505</b>	Business Accounting
4.	<b>MS5H-507</b>	Business Ethics and Corporate Governance
5.	<b>MS5H-509</b>	Organizational Behavior
6.	<b>MS5H-5011</b>	Economics and Business Environment
7.	<b>MS5H-551</b>	CV

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>M.B.A. (EXECUTIVE) SEMESTER I</b>			
<b>Subject Name</b>	<b>MANAGEMENT PRINCIPALS AND PRACTICE</b>	<b>Subject Code</b>	<b>MS5H-501</b>
<b>Course Objective:</b>			
<ol style="list-style-type: none"> <li>1. To expose the students to basic concepts of management.</li> <li>2. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.</li> <li>3. To highlight professional challenges that managers face in various organization.</li> </ol>			
<b>Learning Outcome:</b>			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> <li>1. Interpolate various managerial skills, roles, functions and levels.</li> <li>2. Acquire the knowledge of Management Process, theories and structure.</li> <li>3. Engage in management functions: Planning, organizing, staffing, directing and controlling</li> <li>4. Explore role of IT in management functioning.</li> </ol>			
<b>Examination Scheme:</b>			
The faculty member will award internal marks out of 40 based on three assessments (one test and two assignments) of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<b>Course Contents</b>			
<b>UNIT –1 Concept of Management</b>	1.1 Nature and Purpose of Management 1.2 The Evolution of Management Thoughts 1.3 The Function of Manager: Planning, Organizing, Staffing, Leading and controlling. 1.5 Theories: Classical, Human relations and Contingency 1.5 System approach to Management Process		
<b>Unit-2 Planning and Strategies</b>	2.1 Nature and Purpose of Planning 2.2 Planning process, Principles of Planning 2.3 Objectives, Management by Objectives. 2.4 Strategies, Policies and Planning Premises 2.5 Strategic Planning Process (TOWS Matrix, Porters Generic Competency) 2.6 Decision Making, Models, Managerial decision-making process		
<b>Unit-3 Organizing</b>	3.1 Nature, Purpose and Principles of Organizing 3.2 Formal and Informal Organization, Organization Levels and the Span of Management. 3.3 Structure and Process of Organization 3.4 Departmentation 3.5 Line and Staff Authority, Conflict 3.6 Decentralization of Authority 3.7 Delegation of Authority 3.8 Organization Charts.		

<b>Unit- 4 Directing and Staffing</b>	4.1 Concept, Importance and elements of Directing 4.2 Direction Process, Principles of effective direction 4.3 Definition of Staffing, an overview of Staffing Function,
<b>Unit-5 Controlling</b>	5.1 Concept and Process of Control, Control Techniques 5.2 Control as a Feedback System, Feed Forward Control, Preventive Control 5.3 Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices
<b>Unit-6 Contemporary Management Issues and its Challenges</b>	6.1 Cross cultural issues in management- 6.2 New ways of managing the workforce- 6.3 Service economy, Management communication and technology, Knowledge management and knowledge economy.
<p><b>Learning Resources:</b></p> <p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1.1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India</li> <li>2.2. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management -A global perspective</li> <li>3.3. P.Subba Rao, Principles of Management, Himalaya Publishing</li> <li>4.4. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill</li> <li>5.5. K. Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001.</li> <li>6.6. Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers</li> <li>7.7. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.</li> </ol>	

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (EXECUTIVE) SEMESTER 1			
Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	MS5H-509
<b>Course Objective:</b> Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.			
<b>Learning Outcome:</b> At the end of the course learners will be able to; 1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of OB. 2. Demonstrate competence in development and problem solving in the area of management. 3. Analyze the key issues related to administrating the human elements such as Perception, Learning, Motivation, Leadership, Team Building and others. 4. Know the meaning of terminology and tools used in managing employees effectively.			
<b>Examination Scheme:</b> The faculty member will award internal marks out of 40 based on three assessments (one test and two assignments) of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems			
<b>UNIT –1 Introduction</b>	1.1 Definition, concept, need and importance of OB 1.2 Nature and scope of OB 1.3 OB models 1.4 Case(s) on OB concepts to be discussed in class		
<b>Unit-2 The Individual Behaviour</b>	2.1 <b>Personality:</b> Determinants and attributes 2.2 <b>Perception:</b> Factors influencing perception, process, Attribution theory 2.3 <b>Learning:</b> Concept, Theories of learning 2.4 Cognitive dissonance theory 2.5 <b>Case(s)</b> on individual behavior to be discussed in class		
<b>Unit-3 Motivation</b>	3.1 Definition, concept and theories of motivation - Maslow's Hierarchy of Needs, Herzberg's Two Factor theory 3.2 ERG theory 3.3 Equity theory, Reinforcement theory and Behavior Modification. 3.4 One case on Motivation to be discussed in class		
<b>Unit- 4 Group Behaviour</b>	4.1 Defining and classifying group 4.2 Group development, properties, structure, process 4.3 Group Dynamics: Group think, Group shift 4.4 Teams: Types, creating effective teams 4.5 One case on Group behavior to be discussed in class		
<b>Unit -5 Emotional Intelligence and Leadership</b>	5.1 Nature and significance of leadership, leadership in different cultures 5.2 Leadership theories and styles, Trait theories, Behavioral theories: 5.3 Contingency theories 5.4 Emotional Intelligence – Framework 5.5 EI Implications for an individual and managerial effectiveness.		

	5.6 One case on leadership to be discussed in class
<b>Unit-6 Conflict Management and Negotiation</b>	6.1 Meaning of conflict, types, transition in conflict thoughts 6.2 Conflict Process 6.3 Conflict management Techniques 6.4 Case Study
<b>Unit-7 Dynamics of OB (Culture, Change)</b>	7.1 Organizational Change: forces of change, resistance to change Lewin's change management model 7.2 Concept, Relationship of Culture with OB and Levels of organizational culture 7.3 One case on each topic to be discussed in class
<b>Learning Resources:</b>	
<b>Text Reading:</b> Latest Edition	
<ol style="list-style-type: none"> <li>1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi "Organizational Behaviour", Pearson Education, 13th Ed., 2009.</li> <li>2. K. Aswathappa: Organisation Behaviour, Himalya publishing House</li> <li>3. Fred Luthans, "Organizational Behaviour", New York, McGraw Hill, 8th Edn.</li> <li>4. John W Newstrom: Organisational Behaviour, Mc Graw Hill</li> <li>5. Kavita Singh: Organisational Behaviour Text and Cases , Pearson</li> <li>6. Margie Parikh Rajen Gupta: Organisational Behaviour, Mc Graw Hill 2011</li> <li>7. P G Aquinas: organizational Behaviour, Excel books</li> <li>8. Udai Pareek, Understanding Organizational Behavior, Oxford Higher Education, 2nd Edition, 2008</li> <li>9. M.N. Mishra, Organizational Behaviour, Vikas Publishing House, Reprint 2008</li> </ol>	

INSTITUTE OF MANAGEMENT STUDIES			
MBA(EXECUTIVE)- SEMESTER I			
Subject Name	ECONOMICS AND BUSINESS ENVIORNMENT	Subject Code	MS5H-5011
<b>Course Objective:</b> Objective of this Course is to help the students analyze and understand economic environment.			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> <li>1. Analyze how buyers and sellers interact in a free and competitive market to determine prices and quantities of goods.</li> <li>2. Measure how changes in price and income affect the behavior of buyers and sellers.</li> <li>3. Use the concept of producer, consumer surplus, and total surplus to explain the outcomes of markets for individuals, firms, and society.</li> <li>4. Analyze how firms can use various pricing strategies to maximize profit.</li> <li>5. Evaluate macro-economic factors using various indicators.</li> <li>6. Utilize strengths and weakness of fiscal and monetary policy to determine an appropriate stabilization policy for a given macroeconomic situation</li> </ol>			
<b>Examination Scheme:</b>			
The faculty member will award internal marks out of 40 based on three assessments (one test and two assignments) of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<b>UNIT 1 Introduction</b>	<b>Content</b> 1.1 Nature scope, characteristics and significance of managerial economics. 1.2 Incremental reasoning, Marginal analysis, Equi marginal utility, time perspective		
<b>UNIT 2 Supply &amp; Demand Analysis</b>	2.1 – Concept, Determinates & Types of Demand. Utility and its types, law of Diminishing Marginal utility. 2.2 Demand Function, Law of Demand. Elasticity of Demand Price, Income, Cross, 2.3 Advertising & price expectation. Demand Forecasting 3.4 Supply Function, Law of Supply		
<b>UNIT 3 Production and cost analysis:</b>	4.1 Meaning of production, production function, short run and long run production analysis. 4.2 Cost – meaning and types of cost, cost function, short run and long run cost function.		
<b>UNIT 4 Pricing</b>	4.1 Price determination under perfect competition. 4.2 Monopoly and Price Discrimination, Monopolistic Competition, 4.3 Oligopoly – kinked demand curve, cartel formation, 4.4 price leadership		
<b>UNIT 5 Business Environment:</b>	<b>Business Environment-</b> Introduction, importance economic and political environment, Technological and Demographical environment, problems of growth. <b>Business and Society-</b> Introduction, social responsibility of		

	business, need for social responsibility, customer rights, corporate governance.
<b>UNIT 6 Economic Policies</b>	<p><b>Economic Policies</b> - Planning in India introduction objectives, planning commission, industrial policies and licensing introduction to monetary and fiscal policy, export and import policy.</p> <p><b>Global Environment</b> - Globalization, concepts, India &amp; globalization assessment of globalization international environment, (GATT, WTO &amp; liberalization, foreign investment).</p>
<p><b>Learning Resources:</b></p> <p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.</li> <li>• Mishra &amp; Puri – Micro Economics, Himalaya Publishing House, New Delhi</li> <li>• G.S. Gupta: Managerial Economics, Tata McGraw Hills, New Delhi</li> <li>• Peterson &amp; Lewis: Managerial Economics, Princeton Hall of India, New Delhi.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi</li> <li>• Dr. Atmanand – Managerial Economics, Excel books, New Delhi</li> <li>• Howard Davis – Managerial Economics, Macmillan Press, New Delhi</li> <li>• D.N. Dwivedi – Managerial Economics, Vikas Publishing, New Delhi</li> <li>• Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi</li> </ul> <p><b>Web References:</b> <a href="http://ocw.mit.edu/courses/economics/">http://ocw.mit.edu/courses/economics/</a></p>	

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>M.B.A. (EXECUTIVE) SEMESTER I</b>			
<b>SUBJECT NAME</b>	<b>BUSINESS ACCOUNTING</b>	<b>SUBJECT CODE</b>	<b>MS5H-505</b>
<b>COURSE OBJECTIVE:</b> To acquaint participant with the basic concept of Financial Accounting, Cost Accounting and Management Accounting			
<b>LEARNING OUTCOME:</b> At the end of the course learners will be able to; 1. Practice accounting systems, basics of accounting, accounting books and preparation of trial balance. 2. Apply methods of accounting to analyze business situations and take decision. 3. Illustrate basics of Cost Accounting and related decision criteria.			
<b>Examination Scheme:</b> The faculty member will award internal marks out of 40 based on three assessments (one test and two assignments) of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<b>COURSE CONTENTS</b>			
<b>UNIT –1 Introduction to Accounting</b>	<b>1.1.</b> Accounting Evolution, Significance, <b>1.2.</b> Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, <b>1.3.</b> Accounting Equation, Concept of Capital and Revenue, <b>1.4</b> Types of Accounts, Rules of Debit and Credit.		
<b>Unit-2 Accounting Cycle</b>	<b>2.1.</b> Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numerical. <b>2.2.</b> Preparation of Financial Statements: Trading and P & L Account and Balance Sheet		
<b>Unit-3 Treatment of Depreciation</b>	<b>3.1.</b> Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. <b>3.2.</b> Methods of Depreciation: SLM and WDV Methods including Numerical.		
<b>Unit- 4 Introduction to Cost Accounting</b>	<b>4.1.</b> Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, <b>4.2.</b> Preparation of Cost Sheet.		
<b>Unit -5 Standard Costing, Variance Analysis and Budgetary Control</b>	<b>5.1.</b> Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numerical. <b>5.2.</b> Types of Budgets.		



**Learning Resources:**

**Text Books: Latest Edition of-**

R.L. Gupta, and V.K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons.

S.N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi.

S. N.Maheshwari, “**Cost Accounting, Theory and Problems**”, VikasPublications,New Delhi.

**Reference Books: Latest Edition of-**

S.P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons.

Robert N. Anthony and James S. Recee, “**Accounting Principles**”, A.I.T.B.S. Pub. and Distributions, New Delhi.

R.P.Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi.

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>M.B.A. (EXECUTIVE) Semester I</b>			
<b>Subject Name</b>	<b>BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES</b>	<b>Subject Code</b>	<b>MS5H- 507</b>
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>● To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making.</li> <li>● To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations.</li> <li>● To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior.</li> </ul>			
<b>Learning Outcomes:</b>			
At the end of the course learners will be able to;			
1. Discuss nature and purpose of business ethics and differentiate from corporate social responsibility.			
2. Explain various concepts of Indian ethos and apply in business situation and decision making.			
3. Describe importance of self-management and work place spirituality.			
<b>Examination scheme:</b>			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each (one test and two assignments) of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<b>Course Contents</b>			
<b>UNIT –1 Nature and purpose of Ethics, Ethical Norms</b>	<b>1.1</b> Concept and Nature of Ethics- Business Ethics <b>1.2</b> Role and purpose of Ethics for business <b>1.3</b> Ethical Norms and Principles for business		
<b>Unit-2 Theories of Business Ethics</b>	<b>2.1</b> Different Theories of Business Ethics <b>2.2</b> Business Ethics and Corporate social Responsibility <b>2.3</b> Nature of Utilitarian view of Business Ethics		
<b>Unit- 3 Indian Ethos</b>	<b>3.1</b> Management and Culture, Management is Culture bound (Discussion) <b>3.2</b> Concept and Nature of Indian Ethos for Management <b>3.3</b> Fivefold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)		
<b>Unit -4 Sources of Indian Ethos and Management</b>	<b>4.1</b> Representative Sources of Indian Ethos in Management Vedas, Shastras, Smritis, Puranas, Upanishads <b>4.2</b> Ramayana, Mahabharata- Special Reference to Bhagwat Geeta <b>4.3</b> Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh <b>4.4</b> Guru Granth Sahib, Teachings of Buddha and Mahaveer <b>4.5</b> The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) <b>4.6</b> Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales		

<p><b>Unit – 5 Corporate Governance</b></p>	<p>1.1 The Theory and Practice of Corporate Governance Landmarks in the Emergence of Corporate Governance 1.2 The history of corporate governance 1.3. Corporate Governance and other Stake holders - The key corporate Actors of corporate governance, the stake holders, stake holders as human beings in business. The training and development of the directors and their roles. 1.4 Decision making skills of the C.E.O.</p>
<p><b>Unit- 6 Corporate governance relationship with media and government</b></p>	<p>6.1. The Role of the Media in Ensuring Corporate Governance 6.2 The Role of The Government in Ensuring Corporate Governance .</p>
<p><b>Learning Resources: (latest Editions of the books and material)</b></p> <ol style="list-style-type: none"> <li>1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson</li> <li>2. Weiss, Business Ethics Concept &amp; Cases, Cengage Learning</li> <li>3. Velasquez, Business Ethics, Concepts &amp; Cases, PHI</li> <li>4. Murthy, Business Ethics, Himalaya Publishing House</li> <li>5. Al Gini, Case Studies in Business Ethics, Pearson Education.</li> <li>6. Shashtri J.L., Ancient Indian Tradition and Mythology, Motilal Banarsidas, New Delhi</li> <li>7. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi</li> <li>8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,</li> </ol>	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE) SEMESTER I			
Subject Name	QUANTITATIVE METHODS	Subject Code	MS5H-503
<b>Course Objective:</b>			
<ul style="list-style-type: none"> <li>To expose the students to the different statistical tools used by managers for effective decision making, through real life examples and cases</li> </ul>			
<b>Learning Outcome:</b>			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> <li>Interpret and Organize the data to get solutions to managerial issues.</li> <li>Attain mathematical and statistical skills for the management processes.</li> </ol>			
<b>Examination scheme:</b>			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
<b>Unit-1 Introduction to Statistics</b>	3.1 Introduction to Statistics: 3.2 Introduction to Measurement of Central Tendency 3.3 Introduction to Measurement of Variations 3.4 Role of Statistics in Business Decision Making 3.5 Skewness and Kurtosis		
<b>Unit-2 Probability Theory and Probability Distributions</b>	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye's Theorem, Decisions under Risk 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications		
<b>Unit -3 Correlation &amp; Regression</b>	5.1 Correlation (Karl Pearson's and Spearman's Coefficient), 5.2 Methods of computing simple regression.		
<b>Unit-4 Time Series <u>concept only</u></b>	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations		
<b>Unit – 5 Statistical Decision Theory</b>	7.1 Decision making process 7.2 Decisions under Uncertainty		
<b>Unit – 6 Index Numbers</b>	8.1 Meaning and Use of Index Numbers 8.2 Construction of Index Numbers: Fixed and Chain Base, univariate and composite 8.3 Aggregative and Average of relatives – simple and weighted 8.4 Tests of Adequacy of Index Numbers		
<b>Text Reading: Latest Editions</b>			
1. J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia			

Publication,

2. S. Saha, “**Business Mathematics and Quantitative Techniques**”, Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, “**Statistics for Management**”, New Delhi: Prentice Hall of India.
4. S. P. Gupta, “**Statistical Methods**”, New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, “**Statistics: Theory, Methods and Applications**”, New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, VeenaElhance and B. M. Aggrawal, “**Fundamentals of Statistics**”, Allahabad: Kitab Mahal.