

**LIST OF SUBJECTS
MBA (EXECUTIVE)
SEMESTER-I
2009-10**

1. Fundamental of Management
2. Organizational Behaviour
3. Accounting for Managers
4. Statistics for Management
5. Business Communication
6. Managerial Economics

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)
Semester –Ist (2009-10)
Fundamental of Management**

1. **Concept of Management:** Functions and Responsibilities of Managers, Fayol's Principles of Management, Management thought; the Classical School, The Human Relations School, Systems theory, Contingency Management Development Excellent Managers.
2. **Planning:** Nature and purpose of planning process, principles of planning, Types of planning, Advantages and Limitations of planning.
3. **Concept and Nature of Objectives:** Types of Objectives, Importance of Objectives, Setting objectives, Management by Objectives (MBO) benefits and weaknesses of MBO.
4. **Strategies and Policies:** Concept of Corporate Strategy, formulation of strategy, Types of strategies, Types of Policies, Principles of formulation of policies, Decision Making Process, Individual Decision Making Models.
5. **Organizing:** Nature and purpose of organizing, Base of Departmentation, Span Relationship Line Staff Conflict, Base of Delegation, Kind of Delegation and Decentralization, Method of Decentralization.
6. **Controlling:** Concept and Process of control, Control Techniques, Human Aspects of Control, Control as a feed back system, Feed forward Control, Preventive Control, Profit and Loss Control, Control through Return on Investment, the use of Computer of Controlling & Decision Making , the challenges created by IT a Control Tool

Text Readings:

1. Stephen Robbins, Fundamental of Management, New Delhi Pearson, 2009.
2. Kreitner, Management Theory and Applications, Cengage Learning, 2009
3. Stoner, **Management**, PHI Learning, 2008

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)
Semester –Ist (2009-10)
Organizational Behaviour**

- 1. Foundation of Individual and Organizational Behaviour:** OB Models, Personality Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception Factors affecting Perception and Cognitive Dissonance theory.
- 2. Motivation:** Needs, Contents and Process, Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behaviour Modification.
- 3. Foundations of Group Behaviour:** Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making.
- 4. Leadership:** Trait theories, Behavioural theories- Ohio State Studies, Michigan Studies and Managerial Grid. Contingency theories- Fiedler's Model, Hersey and Blanchard's Situational theory, Leader-member exchange theory, Path Goal theory, Charismatic Leadership.
- 5. Conflict:** Intra-individual Conflict, Interpersonal Conflict, Inter group Conflict, Organizational Conflict, Transitions in Conflict Thought, functional Versus Dysfunctional Conflict, Conflict process, Conflict Management Techniques.
- 6. Organizational change and Stress Management:** Forces of Change, Resistance to Change and Lewin's Three Step Model, Stress Management-Potential Sources, Consequences and Coping Strategies for Stress.
- 7. Organizational Culture:** Definition, uniform Cultures, Relevance to Culture, Creating and Sustaining Culture, How Employee Learn Culture.

Text Reading:

1. Nelson, **Organisational Behaviour**, 1st Edition, Cengage Learning, India
2. Estiphen P. Robbins, Timothy A Judge, Seema Sanghi **Organisational Behaviour** 13th Edition Pearson Education 2009.
3. R.S. Dwivedi, "**Human Relations and Organizational Behavior: A Global perspective**", Macmillan 5th edition, 2009

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)
Semester –Ist (2009-10)**

Accounting for Managers

1. **Introduction to managerial decision making-** Introduction, Managerial decision making process, qualitative and quantitative consideration
2. **Fundamental of Financial Accounting** - Basic concept of financial accounting, money measurement, dual aspect, cost concept etc. recording of transactions, double entry system, trail balance profit and loss account, balance sheet.
3. **Cost accounting** - introduction, classification of cost, full costing, elements of full cost determination of full cost, uses of full cost.
4. **Financial analysis-** Ratio analysis, leverage analysis, break even analysis, budgeting and profit intro types of budgets, capital budgeting, planning decision needs
5. **Financial decision** - Cost control and cost reduction, budgetary control and total cost management, contemporary issues in management accounting like value claim analysis, human resources accounting etc.

Text Reading:

1. Madhu Vij ,**Management Accounting**, 1st edition, 2009, Macmillan Publishers India Limited
2. PM Collier, **Accounting for Managers: Interpreting Accounting Information for Decision-making**, John Wiley and Sons Ltd.
3. Gupta & Kothari, **Accounting for Managers**, Frank Brothers and Company New Delhi.

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)
Semester –Ist (2009-10)
Business Communication**

1. **Introduction:** Defining Communication Process of Communication model, Objective of Communication, Principles of Effective Communication, Importance of Business Communication and Importance of Feedback.
2. **Factors Affecting Communication:** Perception and Reality, Physical, Organizational Psychological and Socio-cultural Barriers to Communication, Effective Listening- Types and Essentials of Effective Listening.
3. **Channels, Types and Forms of Communication:** Verbal, Non Verbal, Formal, Informal Internal, External and Communication Networks.
4. **Designing for Effective Communication:** Techniques of Oral Presentations, Communication approaches during Interview, Understanding the Composition Process, Defining the Purpose Analyzing the Audience, Establishing the main idea, Selecting the Appropriate Channel and Medium.
5. **Mechanism of Business Writing:** Approaches to writing-Direct, Indirect and Persuasive Styles, Cover Letters; Writing the Opening Paragraph, Summarizing the Key Selling Points, Writing the Closing Paragraph. Writing Resume's, Report and Proposals, Drafting e-mails, memos.

Text Reading:

1. Debashish & Das **Business Communication**, PHI, 2009
2. Penrose, **Business Communication for Managers**, 5th edition, Cengage Learning, India
3. Chaturvedi and Chatuvedi, **Business Communication** Pearson Education, 2009

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)
Semester –Ist (2009-10)
Managerial Economics**

- 1. Introduction to Economics:** Definition, Nature and Scope of Economics. Micro and Macro Economics.
- 2. Demand and Supply Analysis:** Law of demand, Demand Schedule, Demand Curve, Elasticity of demand- price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Law of Supply, Supply Schedule, Supply Curve, Price elasticity of supply, Equilibrium of demand and supply.
- 3. Production and Cost Analysis:** Production function, Law of Diminishing returns, Returns to scale, Short and Long run returns to scale, Cost concepts, Elements of Cost, Relationship between Production and Cost.
- 4. Market Structures:** Perfect Competition, Imperfect Competition, Monopolistic Market, Oligopoly Market, Duopoly Market.
- 5. Measuring National Output and National Income:** Concept of National Product, GDP, GNP, Problems of measuring national income.
- 6. Money and Banking:** Money supply and interest rates, Real v/s Nominal interest rates, Interest rates and inflation, Open Economy.

Text Reading:

1. D.N. Dwivedi, **Managerial Economics**, Vikas Publishing House, 2009
2. Palwar, **Economic Environment of Business**, PHI, New Delhi, 2009
3. Mark Hirschey, **Economics for Managers**, Cengage, 2009

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)
Semester –Ist (2009-10)**

Statistics for Management

1. Introduction, Grouping and Display Data to Convey Meaning: Tables and Graphs.
2. Measures of Central Tendency- Mean, Median, Mode. Dispersion in Frequency Distributions- Mean Deviation, Standard Deviation, Coefficient of Variation.
3. Probability: Introductory Ideas, Terminology, Conditions of Statistical Dependence and Independence, Baye Theorem.
4. Probability Distributions- Random Variable, Binomial Distribution, Poisson Distribution, Normal Distribution.
5. Sampling and Sampling Distributions.
6. Estimation- Point estimates and Interval estimates (Mean from large samples and Proportion from large samples).
7. Testing Hypotheses: Hypothesis testing Procedure, Testing of Means, Power of a test.
8. Simple Regression and Correlation.
9. Decision Theory.

Text Reading:

1. S.C. Gupta, **Business Statistics**, Himalaya Pub House, 2008
2. Levin RI and Rubin DS, **Statistics for Management** ,Pearson Edu. 7th Edition.
3. Patri and Patri, **Statistical Methods** ,Kalyani Publishers, Fourth Edition

LIST OF SUBJECTS

MBA (EXECUTIVE) RETAIL Management
SEM.I 2009-10

1. Fundamental of Management
 2. Organizational Behaviour
 3. Accounting for Managers
 4. Statistics for Management
 5. Business Communication
 6. Marketing Management
-

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive Retail Management)
Semester –Ist (2009-10)
Fundamental of Management

7. **Concept of Management:** Functions and Responsibilities of Managers, Fayol's Principles of Management, Management thought; the Classical School, The Human Relations School, Systems theory, Contingency Management Development Excellent Managers.
8. **Planning:** Nature and purpose of planning process, principles of planning, Types of planning, Advantages and Limitations of planning.
9. **Concept and Nature of Objectives:** Types of Objectives, Importance of Objectives, Setting objectives, Management by Objectives (MBO) benefits and weaknesses of MBO.
10. **Strategies and Policies:** Concept of Corporate Strategy, formulation of strategy, Types of strategies, Types of Policies, Principles of formulation of policies, Decision Making Process, Individual Decision Making Models.
11. **Organizing:** Nature and purpose of organizing, Base of Departmentation, Span Relationship Line Staff Conflict, Base of Delegation, Kind of Delegation and Decentralization, Method of Decentralization.
12. **Controlling:** Concept and Process of control, Control Techniques, Human Aspects of Control, Control as a feed back system, Feed forward Control, Preventive Control, Profit and Loss Control, Control through Return on Investment, the use of Computer of Controlling & Decision Making , the challenges created by IT a Control Tool

Text Readings:

1. Stephen Robbins- Fundamental of Management, New Delhi Pearson, 2009.
2. Kreitner, Management Theory and Applications, Cengage Learning, 2009
3. Stoner, **Management**, PHI Learning, 2008

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive Retail Management)
Semester –Ist (2009-10)
Organizational Behaviour**

- 8. Foundation of Individual and Organizational Behaviour:** OB Models, Personality Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception Factors affecting Perception and Cognitive Dissonance theory.
- 9. Motivation:** Needs, Contents and Process, Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behaviour Modification.
- 10. Foundations of Group Behaviour:** Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making.
- 11. Leadership:** Trait theories, Behavioural theories- Ohio State Studies, Michigan Studies and Managerial Grid. Contingency theories- Fiedler's Model, Hersey and Blanchard's Situational theory, Leader-member exchange theory, Path Goal theory, Charismatic Leadership.
- 12. Conflict:** Intra-individual Conflict, Interpersonal Conflict, Inter group Conflict, Organizational Conflict, Transitions in Conflict Thought, functional Versus Dysfunctional Conflict, Conflict process, Conflict Management Techniques.
- 13. Organizational change and Stress Management:** Forces of Change, Resistance to Change and Lewin's Three Step Model, Stress Management-Potential Sources, Consequences and Coping Strategies for Stress.
- 14. Organizational Culture:** Definition, uniform Cultures, Relevance to Culture, Creating and Sustaining Culture, How Employee Learn Culture.

Text Reading:

1. Nelson, **Organisational Behaviour**, 1st Edition, Cengage Learning, India
2. Estiphen P. Robbins, Timothy A Judge, Seema Sanghi **Organisational Behaviour** 13th Edition Pearson Education 2009.
3. R.S. Dwivedi, "**Human Relations and Organizational Behavior: A Global perspective**", Macmillan 5th edition, 2009

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive- Retail Management)
Semester –Ist (2009-10)**

Accounting for Managers

1. **Introduction to managerial decision making-** Introduction, Managerial decision making process, qualitative and quantitative consideration
2. **Fundamental of Financial Accounting** - Basic concept of financial accounting, money measurement, dual aspect, cost concept etc. recording of transactions, double entry system, trail balance profit and loss account, balance sheet.
3. **Cost accounting** - introduction, classification of cost, full costing, elements of full cost determination of full cost, uses of full cost.
4. **Financial analysis-** Ratio analysis, leverage analysis, break even analysis, budgeting and profit intro types of budgets, capital budgeting, planning decision needs
5. **Financial decision** - Cost control and cost reduction, budgetary control and total cost management, contemporary issues in management accounting like value claim analysis, human resources accounting etc.

Text Reading:

1. Madhu Vij ,**Management Accounting**,1st edition,2009, Macmillan Publishers India Limited
2. PM Collier, **Accounting for Managers: Interpreting Accounting Information for Decision-making**,John Wiley and Sons Ltd.
- 3.Gupta & Kothari, **Accounting for Managers**,Frank Brothers and Company New Delhi.

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive- Retail Management)
Semester –Ist (2009-10)
Business Communication**

6. **Introduction:** Defining Communication Process of Communication model, Objective of Communication, Principles of Effective Communication, Importance of Business Communication and Importance of Feedback.
7. **Factors Affecting Communication:** Perception and Reality, Physical, Organizational Psychological and Socio-cultural Barriers to Communication, Effective Listening- Types and Essentials of Effective Listening.
8. **Channels, Types and Forms of Communication:** Verbal, Non Verbal, Formal, Informal Internal, External and Communication Networks.
9. **Designing for Effective Communication:** Techniques of Oral Presentations, Communication approaches during Interview, Understanding the Composition Process, Defining the Purpose Analyzing the Audience, Establishing the main idea, Selecting the Appropriate Channel and Medium.
10. **Mechanism of Business Writing:** Approaches to writing-Direct, Indirect and Persuasive Styles, Cover Letters; Writing the Opening Paragraph, Summarizing the Key Selling Points, Writing the Closing Paragraph. Writing Resume's, Report and Proposals, Drafting e-mails, memos.

Text Reading:

1. Debashish & Das **Business Communication**, PHI, 2009
2. Penrose, **Business Communication for Managers**, 5th edition, Cengage Learning, India
3. Chaturvedi and Chatuvedi, **Business Communication** Pearson Education, 2009

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive- Retail Management)
Semester –Ist (2009-10)**

Statistics for Management

10. Introduction, Grouping and Display Data to Convey Meaning: Tables and Graphs.
11. Measures of Central Tendency- Mean, Median, Mode. Dispersion in Frequency Distributions- Mean Deviation, Standard Deviation, Coefficient of Variation.
12. Probability: Introductory Ideas, Terminology, Conditions of Statistical Dependence and Independence, Baye Theorem.
13. Probability Distributions- Random Variable, Binomial Distribution, Poisson Distribution, Normal Distribution.
14. Sampling and Sampling Distributions.
15. Estimation- Point estimates and Interval estimates (Mean from large samples and Proportion from large samples).
16. Testing Hypotheses: Hypothesis testing Procedure, Testing of Means, Power of a test.
17. Simple Regression and Correlation.
18. Decision Theory.

Text Reading:

1. S.C. Gupta, **Business Statistics**, Himalaya Pub House, 2008
2. Levin RI and Rubin DS, **Statistics for Management** ,Pearson Edu. 7th Edition.
3. Patri and Patri, **Statistical Methods** ,Kalyani Publishers, Fourth Edition

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
MBA (Executive- Retail Management)
Semester –Ist (2009-10)
Marketing Management**

- 1. Marketing Concepts:** Customer Value and Satisfaction, Customers Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value chain, Scanning the Marketing Environment.
- 2. Market Segmentation, Targeting, Positioning:** Market Segmentations, Levels of market Segmentations, Patterns Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive differentiation, Developing a positioning Strategy.
- 3. Product Decision:** Objectives, Product classification, Product-Mix, Product life cycle strategies, Equity, Challenges, Repositioning branding, Introduction and factors contributing the growth of packaging, Introduction of Labeling.
- 4. Pricing Decision:** Factors affecting price, Pricing Methods and Strategies.
- 5. Distribution Decisions:** Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members.
- 6. Promotion Decisions:** A view of Communication Process, Developing Effective Communication, Promotion-mix elements.
- 7. Emerging Trends In Marketing:** An introduction to Internet Marketing, Multi Level marketing and Introduction of CRM& EVENT marketing.

Books Recommended:

1. Philip Kotler “Principles of Marketing Management”, Prentice Hall of India, Millennium Edn. 2009, New Delhi.
2. Biplo Bose, **Marketing Management**, 2008, Himalaya Publishing House.
3. Paul Baines, Chris Fill, Kelly Page, **Marketing**, Oxford University Press, 1st Edition 2009