

ANNA UNIVERSITY OF TECHNOLOGY MADURAI
REGULATIONS 2010
CURRICULUM AND SYLLABUS

Course : MBA

SEMESTER I

Code No.	Course Title	L	T	P	C
10MB101	Principles of Management	3	0	0	3
10MB102	Statistics for Management	3	1	0	4
10MB103	Economics Analysis for Business	3	1	0	4
10MB104	Total Quality Management	3	0	0	3
10MB105	Organizational Behavior	3	0	0	3
10MB106	Business Communication Skills	3	0	0	3
10MB107	Accounting for Management	3	1	0	4
10MB108	Business Law	3	0	0	3
	Total	24	3	0	27

SEMESTER I

10MB101

PRINCIPLES OF MANAGEMENT

**L TPC
3 0 0 3**

UNIT I INTRODUCTION TO MANAGEMENT AND HISTORICAL DEVELOPMENT 9

Definition of Management - Science or Art or Profession - Management and Administration - Development of Management Thought - Contribution of Taylor and Fayol - Functions of Management – Managerial Roles - Levels of Management.

UNIT II PLANNING 9

Nature and Purpose - Steps involved in Planning - Types of Plans -Objectives - Process of Managing by Objectives – Strategies - Policies - Planning Premises - Decision-Making. **Cases**

UNIT III ORGANISING AND HUMAN RESOURCE MANAGEMENT 9

Nature and Purpose - Structure and Process- Formal and Informal Organization - Organization Chart- Departmentation by different Strategies - Line and Staff Authority - De-Centralization and Delegation of Authority - Introduction to Human Resource Management. **Cases**

UNIT IV DIRECTING 9

Scope - Human Factors - Creativity and Innovation - Harmonizing Objectives - Leadership – Types of Leadership - Leadership Theories - Motivation - Hierarchy of Needs – Theories of Motivation. **Cases**

UNIT V CONTROLLING AND INTERNATIONAL MANAGEMENT 9

Process of Controlling - Requirements for effective Control – Techniques of control- Information Technology in Controlling - Use of computers in handling the information - Productivity Problems – International Management and MNCs- Japanese Management-Theory Z- Managerial functions in International Business. **Cases**

Total: 45 Periods

TEXT BOOK

1. H. Koontz, H. Weihrich, and Ramachandra Aryasri A., “Principles of Management”, 1st Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.

REFERENCES

- 1.V.S.P.Rao &V.Hari Krishna,” Management :Text &Cases” Second Edition , Excel Books, 2008.
2. Stephen P Robbins, “Fundamentals of Management: Essential Concepts and Applications”, 5th Edition, Pearson Education., 2005
3. R. Sivarethinamohan and P. Aranganathan, “Principles of Management”, 1st Edition, CBA/Tata McGraw -Hill Publishing Company Ltd., 2005.
4. JamesA F Stoner ,Edward Freeman and Gilbert, “Management”, 6th Edition, Pearson Education, 1995./ Prentice Hall of India Pvt. Ltd., 2007.

UNIT I FUNDAMENTALS OF STATISTICS & PROBABILITY**12**

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION**12**

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS**12**

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.

UNIT IV NON-PARAMETRIC METHODS**12**

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

UNIT V CORRELATION, REGRESSION, INDEX NUMERS AND TIME SERIES ANALYSIS**12**

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre's, Paasche's and Fisher's Ideal index.

TOTAL: 60 PERIODS**TEXT BOOKS**

1. Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.

REFERENCES

1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2002.
2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill, 2004.
3. Prem S. Mann, Introductory Statistics, Wiley Student Edition, Fifth Edition.
4. Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

UNIT I INTRODUCTION

8

The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR

13

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT III PRODUCT AND FACTOR MARKET

13

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS

13

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY

13

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs Unemployment tradeoff – Phillips curve – short-run and long-run – Supply side Policy and management – Money market – Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

TOTAL: 60 PERIODS**TEXT BOOKS**

1. Paul A. Samuelson and William D. Nordhaus, Economics, 18th edition, Tata McGraw Hill, 2005.

References

1. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
2. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
3. Richard Lipsey and Alee Charystal, Economics, 11th edition, Oxford University Press, New Delhi, 2008.
4. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson Education Asia, New Delhi, 2002.

UNIT I INTRODUCTION TO QUALITY MANAGEMENT 9

Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY 9

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 9

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

TOTAL: 45 PERIODS**TEXT BOOKS**

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education, 2004

REFERENCES

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Dr.S.Rajaram and Dr.M.Sivakumar, Total Quality Management(Indian Text Edition), Biztantra Publications(A Unit of John Wiley Publications, USA), 2008, New Delhi.

UNIT I FOCUS AND PURPOSE**5**

Definition, need and importance of organizational behaviour – Nature and scope – Frame work
- Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR**12**

Personality – types – Factors influencing personality – Theories – Learning – Types of learners
– The learning process – Learning theories – Organizational behaviour modification. Misbehaviour –
Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories.
Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions –
Importance – Factors influencing perception – Interpersonal perception-Impression Management.
Motivation – importance – Types – Effects on work behavior.

UNIT III GROUP BEHAVIOUR**10**

Organization structure – Formation – Groups in organizations – Influence – Group dynamics –
Emergence of informal leaders and working norms – Group decision making techniques – **Team
building** - Interpersonal relations – Communication – Control.

UNIT IV LEADERSHIP AND POWER**8**

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of
power – Power centers – Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**10**

Organizational culture and climate – Factors affecting organizational climate – Importance.
Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational
change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change
process – Resistance to change – Managing change.
Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.
Organizational development – Characteristics – objectives –. Organizational effectiveness

TOTAL: 45 PERIODS**TEXT BOOKS**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.

REFERENCES

1. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.
2. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9th Edition, 2008.
3. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
4. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.

10MB106 BUSINESS COMMUNICATION SKILLS

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3 0 0 3
9

UNIT – I COMMUNICATION IN BUSINESS

Importance and Benefits – Components – Concepts & Problems – 7C's – Barriers to Communication – Interpersonal Perception – Johari Window – Transactional Analysis

UNIT – II NON-VERBAL AND INTERCULTURAL COMMUNICATION 9

Importance of non-verbal communication - personal appearance - facial expressions movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT – III ORAL COMMUNICATION 9

Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews participating in discussions, debates - and conferences - presentation skills

UNIT – IV BUSINESS CORRESPONDENCE 9

Business letter - principles of business writing- memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint- claims and adjustments- notice and tenders - circulars- letters of application and résumé.

UNIT – V BUSINESS PROPOSALS AND REPORTS 9

Project proposals- characteristics and structure- Project reports – types- characteristics,- structure - Process and mechanics of report writing- visual aids- abstract - executive summary- recommendation writing- definition of terms.

TOTAL: 45 PERIODS

TEXTBOOKS

1. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.

REFERENCES

1. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2008.
2. Guffey, Mary Ellen., Business Communication: Process and Product. 3rd ed. Thomson and South-western, 2004.
3. Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, Basic Business Communication, 10th ed. Tata McGraw-Hill, New Delhi, 2007.
4. Bovee, Courtland and John V Thill, Business Communication Today, 8th ed. Pearson Education, New Delhi, 2008.

UNIT I BASIC FINANCIAL ACCOUNTING

12

Accounting Principles - Concepts And Conventions - Accounting Standards - preparation of Journal, Ledger - Trial balance and final accounts – trading and Profit and loss Account and Balance sheet.

UNIT II FINANCIAL STATEMENTS ANALYSIS AND INTERPRETATIONS

12

Meaning and types of financial statements - Financial ratio analysis - cash flow and funds flow statement analysis

UNIT III COST ELEMENTS AND MATERIAL CONTROL

12

Costing as an aid to management - Methods of costing - Types or techniques of costing - Elements of cost - cost sheet - Cost classification - techniques of material control - Re-order level - minimum and maximum level - Danger level - average stock level - Economic ordering quantity - ABC and JIT inventory system. Methods of valuing material issues - FIFO, LIFO, HIFO, simple average and weighted average.

UNIT IV COST ACCOUNTING SYSTEMS

12

Job order costing-Batch costing - Contract costing - Process costing - Activity Based costing - Target costing.

UNIT V COST ANALYSIS

12

Marginal costing and profit planning - managerial applications - Budgetary control (classification of budgets)- Standard costing – Variance analysis – Direct material variances - Direct labour Variances - overhead variances and sales variances

Total: 60 Periods

TEXT BOOK

1. M.Y.Khan & P.K.Jain, “ Management Accounting”, 4th Edition, Tata McGraw -Hill Publishing Company Ltd., 2007.

REFERENCES

1. Horngren Charles T., Sundem Gary L., Stratton William O. “Introduction to Management Accounting” 13th Edition, Pearson Education, 2005. / Prentice Hall of India Pvt. Ltd., 2006.
2. M.P Pandikumar, “ Management Accounting: Theory and Practice”, 1st Edition, Excel Books Pvt. Ltd., 2008.
3. Hensen, “Management Accounting”, 7th Edition, Cengage Learning India Pvt. Ltd., 2007.
4. S.N Maheswari, “Financial & Management Accounting”, 7th Edition, Sultan Chand & Sons Pvt.Ltd., 2004.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2007.

UNIT – I MERCANTILE AND COMMERCIAL LAW**15**

THE INDIAN CONTRACT ACT 1872: Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

THE SALE OF GOODS ACT 1930: Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

AGENCY: Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

UNIT – II COMPANY LAW**10**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

UNIT – III INDUSTRIAL LAW**8**

An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.

UNIT – IV INCOME TAX ACT AND SALES TAX ACT(Theory only)**5**

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT - RTI

UNIT - V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**7**

Consumer Protection Act – Consumer rights, Procedures for Consumer greivances redressal, Types of consumer Redressal Machinaries and Forums, Cyber cvimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

TOTAL: 45 PERIODS**TEXT BOOKS**

1. P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008.

REFERENCES

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.
4. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.
5. V. S. Datey, Taxman Publication, 21st Edition, 2008.