

Girijananda Chowdhury University, Assam

Syllabus of MBA Programme

First Semester

Core	PRINCIPLES OF MANAGEMENT	L	T	P	P
MBA23101T		3	0	0	3

Course Objectives

1. To understand cover the basic concepts of management and management functions.
2. To have an insight into the evolution of management theory and familiarity with different schools of management thoughts.
3. To provide awareness on functioning of an organisation.

Course Outcomes

1. Understand the major internal features of a business system and the environment in which it operates.
2. Analyse the concept of management and its functions.
3. Identify and explain the some of the key skills required for the contemporary management practice.

UNIT I**15 lectures****Concept & historical background of Management**

Definition; Management functions; Management roles; Management skills; Levels of management; Management as a Science and art; Management as profession. Historical background of Management; Classical approach, General Administrative Theory, Quantitative, Behavioural, Contemporary and Contingency approaches. Recent Developments - Theory Z; McKinsey 7-S; Management by Objectives

UNIT II**10 lectures****Management Planning and Decision making**

Planning - Nature and Purpose; Types of plans; Importance and Limitations of planning; Contemporary issues of planning.

Decision-making –Types of Decisions; Decision-making conditions; Decision-making biases and errors; The Decision-making process.

UNIT III**10 lectures****Organising and Organisational Structures**

Concept of organisation and organising function; Authority, Responsibilities and

Accountability; Delegation of Authority; Barriers to effective delegation; Span of control; Line and staff authority; Centralisation and decentralisation of authority; formalisation, Traditional and contemporary organisational designs.

UNIT IV

5 lectures

Staffing, Directing and Controlling

Staffing – Definition; functions; Concept of recruitment; Source of recruitment; Selection; Induction & placement

Directing – Concept, Nature, Importance of directing

Control – Nature and Importance of Control; The Control Process, Types of Control.

UNIT V

5 lectures

Recent Developments and Contemporary Issues in Management

Management Challenges of 21st Century; Factors reshaping and redesigning Management Purpose, Performance and Reward Perceptions – Internationalization, Digitalization

Text Book(s)

1. Robbins S.P., Coulter Mary & Niharika Vohra – *Management* – Pearson Education

Reference Book(s)

1. Harold Koontz & Heinz Weihrich - *Essentials of Management*, McGraw Hill Publication.
2. Dipak Kumar Bhattacharyya – *Principles of Management Text and Cases*; Pearson

Core	ORGANISATIONAL BEHAVIOUR	L	T	P	P
MBA23102T		3	0	0	3

Course Objectives

1. To understand the behaviour of people at work and in relation to their jobs, their work groups and their organization.
2. To understand the concepts of motivation and leadership and its application in organisational context.
3. To generate a focus on organisational change and development through the effective use of interventions.

Course Outcomes

1. Analyze the behaviour of individuals and groups in organizations in terms of the key factors that influence organizational behaviour.
2. Critically evaluate the potential impact of both internal and external environmental, development and change on organizational behaviour.
3. Analyze organizational behavioural issues in the context of organizational behaviour theories, models and concepts.

UNIT I**5 lectures****Introduction to OB**

Concept and Relevance of OB in Modern Management; Contributing disciplines; Challenges and opportunities for OB; Developing an OB Model - A Basic OB Model.

UNIT II**15 lectures**

Attitude- Main components of attitude; Attitude and Behaviour; Cognitive Dissonance Theory; Major job attitudes.

Job satisfaction - Causes of job satisfaction; Impact of satisfied and dissatisfied employees on workplace.

Perception – Factors influencing perception, Attribution Theory, Common shortcuts in judging others, Specific application of shortcuts in organisation.

Learning – Concepts, Theories - Classical Conditioning and Operant Conditioning Theory; Learning organisation

Personality - Concept, Personality Traits, Myers- Briggs Type Indicator, Big Five Personality Model.

UNIT III**15 lectures**

Motivation: Theories of Motivation - Maslow's Hierarchy of Needs Theory, Herzberg's

Two-Factor Theory, Theory X and Theory Y, McClelland's Theory of Needs, Expectancy Theory, Reinforcement Theory

Job Design and Redesign - Job Enlargement, Job Enrichment, Job Rotation.

Leadership – Concept of Leadership, Leadership Theories and Leadership styles, Transformational and Transactional Leadership, Authentic Leadership and Servant Leadership.

Groups – Definition; Types of Groups; Stages of Group Development; Group decision making.

UNIT IV

10 lectures

Organizational Change - Concept, Types of Change, Forces of Organisational Change, Greiner's model of organisational growth, Personal and Interpersonal OD interventions.

Organisational Conflict - Concept, types of conflict; resolution of organizational conflicts.

Text Book(s)

1. Stephen P. Robbins, Timothy A. Judge – *Organizational Behaviour*, Pearson

Reference Book(s)

1. Jerald Greenberg and Robert A. Baron - *Behaviour in Organizations: Understanding and Managing the Human Side of Work*, Prentice Hall of India
2. Margie Parikh and Rajen Gupta - *Organizational Behaviour*, McGraw Hill

Core	MANAGERIAL ECONOMICS	L	T	P	P
MBA23103T		3	0	0	3

Course Objectives

1. To increase the ability of the students to deal with the day-to-day business and commercial transactions.
2. To inform and enhance the knowledge about the various concepts and theories of economics.
3. To enhance the managerial capacity with strong background of basics of economics.

Course Outcomes

1. Able to incorporate the interaction of market forces by developing idea about basic concepts of economic system, macro-economic variables etc.
2. Able to solve various day to day problems of resource allocation and optimal utilisation thereby enhancing the managerial skills.
3. Adopt innovative, lateral thinking, interpersonal skills to apply the ideas for decision making.

UNIT I**15 lectures****Introduction to Managerial Economics and Interaction of Market forces:**

Economics and managerial Economics; Features of managerial economics; Demand Analysis- Law of demand and determinants of demand; Types of Demand; Price Elasticity of demand and categories of price elasticity; Practice problems of price elasticity; Supply Analysis-Definition of supply curve; Law of supply

UNIT II**12 lectures****Production, Cost & Revenue Analysis**

Production Function: Isoquant and Isocost curves; Marginal Rate of Technical Substitution (MRTS); Least cost combination of inputs.

Types of Cost- Total, average and marginal cost; Opportunity cost, Break Event Point, Margin of Safety, Angle of incidence

Concept of total, average and marginal revenue

UNIT III**10 lectures****Market Analysis**

Features of perfect competition, conditions of equilibrium under perfect competition; Features of monopoly market; Features of monopolistic market- differentiated product,

selling cost; Concept of oligopoly market; Concept of industry and group.

UNIT IV

8 lectures

Macro Economic Analysis

Concept of unemployment- Definition and types; Types of inflation on the basis of growth rate; Phillip Curve Analysis; Stagflation

Text Book(s)

1. Ahuja H.L. (2022). *Managerial Economics*, 9th Edition S. Chand and Co. Ltd., New Delhi

Reference Book(s)

1. Keat PG, P.K.Y. Young & S. Banerjee (2017). *Managerial Economics - Economic Tools for Today's Decision Makers*, 7th Edition, Pearson Education, Inc.
2. Maheshwari Yogesh (2012). *Managerial Economics*, 3rd Edition, Prentice Hall India

Course Code	QUANTITATIVE TECHNIQUES IN MANAGEMENT	L	T	P	P
MBA23104T		3	0	0	3

Course Objectives

1. To enable the students to know the scientific approach to decision making when solving business problems quantitatively.
2. To develop elementary concepts of business research methods and techniques of collection, tabulation and interpretation of data using statistical and mathematical analysis.
3. To identify the source of a quantifiable problem, recognise the issues involved and produce an appropriate action plan using statistical tools and techniques.

Course Outcomes

1. After completion of the course the students should be able to translate a business problem into a simple mathematical model to find out solution of the problem.
2. The students should be able to carry out a sample survey, analyse and interpret the relevant data using statistical methods.
3. Students should be able to forecast various types of business-related issues in both quantitative and qualitative methods and make decision under uncertainty and risk using probability.

UNIT I**10 lectures****Review of Elementary mathematics**

Set Theory; concepts of sets, set operators; Determinants and Matrix: properties of determinants, types of matrices, technique of finding Inverse of matrix, solution of simultaneous equation system, Cramer's rule.

UNIT II**10 lectures****Differential calculus and its Application**

Differential Calculus – Derivatives - Basic concepts and its applications, first order and second order derivatives of various functions. Maxima and minima. Application of derivatives in economics – Revenue and Profit Maximization, Average & marginal cost, Average & marginal revenue. Point elasticity of a function

UNIT III**10 lectures****Introduction to Probability and Probability Distribution**

Introduction to probability using coins, dice and cards. Concept of addition (or) and

multiplication (and), conditional probability, joint probability, mutually exclusive events. Concept of counting using combination, Bayes theorem. Continuous and discrete probability distributions. Introduction to hypothesis: null and alternative hypothesis, testing procedure, level of significance, Types of errors; Measuring power of a hypothesis test. Hypothesis testing (single population) - Z and T test. Chi square test.

UNIT IV**10 lectures****Correlation and Regression and their application**

Concept of correlation. Understanding positive and negative correlation and degree of association. Pearson's and Spearman's coefficient of correlation. Coefficient of determination (R^2) and adjusted R^2 .

Understanding linear regression and regression coefficients. Method of least squares. Regression equations (X on Y and Y on X) and its application in business decision making. Understanding the significance of P-Value in regression.

UNIT V**05 lectures****Index Number**

Understanding price, quantity and value indices.

Time and factor reversal tests.

Method of construction of an index.

Text Book(s)

1. Sharma J. K.(2006) *Business Statistics*, 2nd Edition, Pearson
2. Bajpai. N. (2013) *Business Statistics*, 2nd Edition, Pearson
3. Baruah. S.N.,(2003) *Basic Mathematics and its Application in Economics*, 2nd edition. Macmillan Publishers, India.

Reference Book(s)

1. Anderson, D.R., Sweeny, D.J., Williams, T. A., Camm, J.D., Cochran,J.J.(2017). *Statistics for Business & Economics*, 13th Edition. Boston: Cengage Learning.
2. Hazarika.P., A (2017). *Textbook of Business Mathematics*, 4th edition. S.Chand.

Core	BUSINESS LAW	L	T	P	P
MBA23105T		3	0	0	3

Course Objectives

1. To understand the various legal aspects of Business law and its implications.
2. To give an insight into the various legal obligations of company management.

Course Outcomes

1. Will have clear understanding of the various legal aspects of business.
2. Will get an idea about the various legal procedures of Business management.
3. Will be able to perceive the consequence of breach of legal formalities in advance and act accordingly.

UNIT I**12 lectures****The Indian Contract Act, 1872**

Definition of contract, classification of contract, Essential elements of a contract, Offer and Acceptance: definition, its types, legal rules governing offer and acceptance, Capacity of contract, Free consent, Discharge of contract, Remedies for Breach of contract, Law of Agency: Definition of Agent and Principal, essentials, rules of agency, creation of agency, classification of agents.

UNIT II**8 lectures****Sales of Goods Act, 1930**

Essentials of contract of sale, Difference between sale and agreement to sale, Goods and their classification, Price, Performance of contract of sale: Types and Rules related to delivery of goods, Doctrine of Caveat emptor, Unpaid seller: Definition, rights and remedies for breach of contract of sale.

UNIT III**10 lectures****The Partnership Act, 1932**

Meaning, Formation of partnership; Registration of Firm; Dissolution of Firm.

The Consumer Protection Act, 1986

Definition, Objective, Central and State Consumer Protection Councils, Dispute redressal system.

UNIT IV**5 lectures****The Negotiable Instruments Act, 1881**

Meaning, Objectives, characteristics; Kinds and essentials of the instruments; Parties to

the instruments – their privileges and liability; Discharge and dishonour of the instruments.

UNIT V

10 lectures

The Company Act 2013

Definition and Characteristics of a Company, Classification of Companies, Incorporation of a Company Memorandum of Association: Purpose and content; Articles of Association, Company Meetings and Resolutions

Information Technology Act, 2000

Definition, Objective, Features, Importance, Provisions

Text Book(s)

1. N.D. Kapoor- Elements of *Merchantile Law*- Sultan Chand

Reference Book(s)

1. Bulchandani, K.R. (2017). *Business Law for Management*, Himalaya Publishing House

Core	FINANCIAL ACCOUNTING	L	T	P	P
MBA23106T		3	0	0	3

Course Objectives

1. To gain knowledge of accounting information systems, accounting concepts, standards and principles and familiar with basic accounting terms and terminologies.
2. To enhance the skills of accounting and to develop the ability to understand the process of the preparation of Journal, Posting into the Ledgers, Concepts of Cash Book and the calculation of Depreciation.
3. To familiarise with the different types of financial statements of a company i.e. - Statement of Profit and Loss and Balance Sheets under the revised schedule VI under the Companies Act.

Course Outcomes

1. It will enhance to the fundamental and technical concepts of accounting and apply various accounting principles, standards for the business environment.
2. It will help to develop the critical-thinking and problem-solving skills related to business transactions and events.
3. It will assist the students in the preparation and presentation of financial statements of a business organisation and can develop financial policy for corporate business houses.

UNIT I**7 lectures****Introduction to Accounting, GAAP and Accounting Standards**

- Meaning of Accounting, Accountancy and Book Keeping, Double Entry System of Book Keeping; Distinction between Book keeping & Accounting; Accounting Cycle; Users of Accounting Information; Objectives of Accounting; Advantages & Limitations of Accounting; Qualitative Characteristics of Financial Statements; Branches of Accounting; Basic Accounting Terminology.
- Meaning of Generally Accepted Accounting Principles (GAAP); Basic Assumptions, Basic Principles & Modifying Principles of Accounting.
- Accounting Standards - Meaning, Objectives; Concept and importance of IFRS, Meaning of Ind AS.

UNIT II**13 lectures****Journalizing, Posting, Balancing and preparation of a Trial Balance**

Classification of Accounts – Traditional & Modern Approach, Rules for Debit and Credit, Journalising – Simple and compound, Posting of journal into the ledgers, Preparation of Trial Balance.

UNIT III

15 lectures

Cash Book and Depreciation

- Meaning and types of subsidiary books.
- Cash Book: Meaning and Types of Cash Book; Meaning of trade discount and cash discount; Preparation of Cash Book with Cash, Bank and Discount Column.
- Depreciation: Meaning of Depreciation and Depreciation Accounting; Causes of Depreciation; Need for Charging Depreciation; Factors Affecting the Amount of Depreciation; Methods of Recording Depreciation; Numerical problems on depreciation based on SLM and WDV Method.

UNIT IV

10 lectures

Company Final Accounts

Company Annual Accounts - Books of Account to be kept by company, Schedule III of the Companies Act, 2013, Preparation of Statement of Profit and Loss and Balance Sheet.

Text Book(s)

1. P. C. Tulsian - *Financial Accounting*, Pearson Education
2. M. Hanif. & A. Mukherjee - *Corporate Accounting* by McGraw Hill.

Reference Book(s)

1. S.N.Maheshwari & S.K.Maheshwari - *An Introduction to Accountancy*, Vikas Publishing House Pvt Ltd
2. B. B. Dam – *Accountancy*, Capital Publishing House
3. Paresh Shah – *Financial Accounting for Management*, Oxford University Press.

Core	COMMUNICATION SKILLS FOR MANAGERS	L	T	P	P
MBA23107T		2	0	0	2

Course Objectives

1. To familiarize managers with different forms, mediums, and tools of business correspondence.
2. To create awareness about effective exchange of information and behavioural forms in the success of an organisation.
3. To enhance communication competency and proficiency both in verbal and non-verbal forms

Course Outcomes

1. Enhance effective interpersonal skills
2. Help managers to evaluate behavioural competency of an individual in a corporate decorum.
3. To significantly improve their business writing skills. Tuning students to adapt to the corporate arena of the contemporary world in flux.

UNIT I**6 lectures****Introduction to Communication:**

Nature and Process of Communication, Types of communication, Levels of Communication and Communication Networks, Barriers to Communication, Organizational Communication, Technology-enabled Communication.

Effectiveness of Managerial Communication; Non-verbal Communication and Forms; Interpretation of Non-verbal messages. Emotional Intelligence

UNIT II**8 lectures****Interpersonal & organisational communication**

Attribution, Argumentation, Classical Rhetoric, contagion, Elaboration likelihood model, & Uncertainty reduction theory, Relational Development: The Role of Interpersonal Semantics - Johari window and its managerial implications, Tuckman's model of team development, Non-verbal organizational communication – Proxemics & Kinesics

UNIT III**4 lectures****Practical Implications of Communication**

Styles of Interpersonal Communication, Transactional analysis; parent, child & adult state and its types and implications on behaviour, Persuasion; attitudes, beliefs, values &

behaviour, The Principles, Techniques, and process of persuasion.

UNIT IV

4 lectures

Managing Communication

Communicating in a Diverse Work Environment: Culture and its composition, Crisis Communication: Dealing with crisis, Theoretical model & Role of Internal communication in crisis.

UNIT V

8 lectures

Business correspondence, Public speaking, Presentation and Business etiquettes

- Written Communication: Business letters, memos and Report writing and its types.
- Oral Communication: Developing Presentation skills and Group discussions
- Elements of Presentation, Planning, Outlining, and structuring, Nuances of delivery, controlling nervousness and stage fright, Visual aids in presentation.
- Group Discussion: Methodology, Role functions, Skills, and Effectiveness. (Group discussion its relevance and importance in job selection process, Methodology, Guidelines, types, Critical success factor& Skills assessing criteria)
- Interview Skill- To learn art of conversation.
- Business Etiquettes and types; Public Relations; Managerial Skills.

Text Book(s)

1. Raman, Meenakshi and Sharma, Sangeeta - *Technical Communication: Principles and Practice*, Oxford University Press
2. Mehra, Payal - *Business Communication for Managers*, Pearson Education.

Reference Book(s)

1. Mukherjee, Hory Sankar (2016). *Business Communication: Connecting At Work*, OUP

Core	INDIAN ETHOS & BUSINESS ETHICS	L	T	P	P
MBA23108T		2	0	0	2

Course Objectives

1. To comprehend the idea of values and the different ethical philosophies.
2. To comprehend the significance of corporate ethics.
3. To learn about the role that business plays in society.

Course Outcomes

1. Has the knowledge to recognise and articulate the most pressing ethical problems encountered in the workplace.
2. Would be able to utilise analytical reasoning (guided by deontological, teleological, and virtue ethics) to aid in the solving of moral dilemmas.
3. Will be prepared with an understanding of the Indian point of view on values and ethics in management.

UNIT I**7 lectures****Values**

Importance, Types, Value System; About Business Ethics – The Significance and Urgency of Maintaining Business Ethics; Theories of Ethics: The Deontological and Teleological Schools of Thought (Egoism, Utilitarianism, Kantianism)

UNIT II**8 lectures****The Structure of Ethical Values**

The fundamental ideas of Indian Ethos in Management, the mindset that managers should have according to IEM, the process of making ethical decisions, social contracts, the sources of ethical problems, Ethical dilemma.

UNIT III**7 lectures****The Influence of Business Ethics**

Intellectual property rights (designs, patents, trademarks, copy rights); Ethical problems in India; Consumer Protection: legal safeguards for consumers, Environmental Ethics: Reactions of Businesses to Environmental Legislation

UNIT IV**8 lectures****Social Obligations of Business**

Corporate Governance: Problems, Need, Disclosure & Transparency, Auditor, Board, and Shareholder Roles; Social Audit; CSR and its business importance; Categories of CSR; Whistleblowing and its guidelines.

Text Book(s)

1. Fernando, A.C. - *Business Ethics*, an Indian Perspective, Pearson
2. Subramanian, R. - *Professional Ethics*, Oxford University Press
3. Sherleker, S.A. - *Ethics in Management*, Himalaya Publishing House

Reference Book(s)

1. Hartman, Laura P. & Chatterjee, Abha – *Business Ethics*, Tata McGraw Hill
2. Jennings, M.M. - *Case Perspective in Business Ethics*, India Edition, Cengage Publications
3. Ferrell, O.C., Fraedrich, John. & Ferrel, Linda - *Business Ethics- A Case Perspective* India Edition, Cengage Learning

Core	COMPUTER APPLICATION IN BUSINESS	L	T	P	P
MBA23109T		3	0	0	3

Course Objectives

1. To give an introduction of information technology and the applications of IT in modern business.
2. To highlight the importance of information system for today's organizations and different ethical and security issues related to information technology.
3. To give knowledge about database management system, networking techniques and electronic commerce.

Course Outcomes

1. Insight into different information systems and the evolution after their implementation.
2. Knowledge of database management system, data warehouse and data mining techniques and editing, analysis and presentation of data using word processing, spreadsheets and presentation software.
3. Knowledge of electronic commerce, setting up of a website and various issues related to E-commerce.

UNIT I**10 lectures**

Contributions of IT to business. Evolution of financial, healthcare and governance with the advent of IT.

Understanding data processing - EDP and OLTPS systems. Various information systems MIS, DSS, EIS/BI and KMS. Dimensions of security, Security mechanisms – Understanding encryptions and other defence mechanisms.

UNIT II**12 lectures**

Data vs. Information, Data Life Cycle, and Introduction to Database: Fields, records, files. Functions and advantages of a DBMS. Concepts of Data Warehousing and Data Mining. Database design. Components of a database and different users. Computer networks – types and advantages. Components - hardware and software. Transmission modes. The OSI model.

UNIT III**13 lectures**

Word processing (Editing and formatting text, creating tables, setting margins, alignments, numbering and bullet points, writing equations). Spreadsheets formula (sum, average, count, max, min, if, upper, lower, proper, round, concatenate, vlookup,

lookup, pivot table, sorting and filtering, drawing graphs). Power-point presentations (creating and editing texts in slides, using animations and transitions)

UNIT IV

10 lectures

Overview of E-Business and E-Commerce, Types of E-Commerce, Key Elements of an E-Commerce Business Model. A systematic approach to building an e-commerce website. Security threats in Ecommerce environment, Different types of payment systems. Understanding marketing strategies: blog marketing, viral marketing, affiliate marketing, permission marketing.

Text Book(s)

1. Thareja, Reema. *Fundamentals of Computers*, Oxford University Press
2. Adikesavan, T A. *IT Best Practices and Application in Business*, PHI Learning

Reference Book(s)

1. Saxena, Sanjay. & Chopra, Prabhpreet. (2006). *Computer Applications in Management*, Vikas Publishing