



# DETAILED SYLLABUS OF MBA 1<sup>ST</sup> SEMESTER

TOTAL CREDITS - 25

Paper Code	Name of the Paper	Total Credits	L-T-P
BA132101	Principles of Management	3	3-0-0
BA132102	Organisational Behaviour	3	3-0-0
BA132103	Managerial Economics	3	3-0-0
BA132104	Financial Accounting	3	2-1-0
BA132105	Quantitative Techniques in Management	3	2-1-0
BA132106	Marketing Management - I	3	3-0-0
BA132107	Computer Application in Business	3	2-0-2
BA132108	Values & Ethics in Management	2	2-0-0
BA132109	Communication Skills for Managers	2	1-0-2

**TOTAL=25**

Course: Master of Business Administration

Semester: First

Paper: Principles of Management

Paper Code: BA132101

Total credit – 3 (three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	No. of sessions
1.	<p>Concept of Management, Definitions, History, Classical Theories (including Scientific Management &amp; Fayol's 14 principles of Management), Neo-Classical Theories (including Human Relation Approach and Behavioural Approach) &amp; Modern Theories (including Japanese Style of Management, Systems Approach, Contingency Approach, etc.)</p> <p><b>Recommended Text Book(s):</b></p> <p>1. Robbins S.P., Coulter Mary &amp; Niharika Vohra – Management - 10th edition (Pearson Education), 2010.</p>	10
2.	<p>Planning (concept, importance, process, types of plan, Organising, Staffing (meaning, importance, elements), Decision Making (concept, process, conditions for decisions, types, various techniques), Directing (concept, importance), Motivating (concept, process, theories), Communication (concept, elements and process, barriers to communication, essentials for successful communication) and Control (concept, process, types and approaches of control, techniques of control).</p> <p><b>Recommended Text Book(s):</b></p> <p>1. Robbins S.P., Coulter Mary and Niharika Vohra – Management - 10th edition (Pearson Education), 2010.</p>	12
3.	<p>Concepts of Organisational Structures (Functional, Departmental, Project, Matrix, Network and Organic Structure), Line and Staff Functions (concepts, forms, conflicts and resolutions), Authority, Responsibility and Accountability (origin of authority, steps in delegation, blocks in delegation and measures for effective</p>	12

	delegation).  <b>Recommended Text Book(s):</b> 1. Robbins S.P., Coulter Mary and Niharika Vohra – Management - 10th edition (Pearson Education), 2010.	
4.	Indian Ethos in Management (concept, principles, quality of work life & work ethics), Stress Management (concept, types, symptoms, causes, reducing techniques), and Social Responsibilities of Business.  <b>Recommended Text Book(s):</b> 1. S.A. Sherlekar - Ethics in Management (Himalayan Publishing).	06

**Reference Book(s)**

1. Essentials of Management: An International Leadership Perspective by H. Koontz. McGraw Hill Publication.
2. Principles and Practices of Management by L.M. Prasad. Sultan Chand & Sons.

Course: Master of Business Administration

Semester: First

Paper: Organisational Behaviour

Paper Code: BA132102

Total credit – 3 (three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	No. of sessions
1.	<p>Introduction- concept and relevance of OB in Modern Management, Field of OB, Contributing disciplines, Models of OB, Challenges and Opportunities facing Managers applying OB, Organizational Citizenship Behaviour (OCB).</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Stephen P. Robbins, Timothy A. Judge - Organizational Behaviour - 13<sup>th</sup> edition (Pearson-Prentice Hall)</li> <li>2. Jerald Greenberg and Robert A. Baron - Behaviour in Organizations: Understanding and Managing the Human Side of Work - 9<sup>th</sup> Edition (Prentice Hall of India)</li> <li>3. Margie Parikh and Rajen Gupta - Organizational Behaviour (McGraw Hill)</li> </ol>	8
2.	<p>Foundations of Individual Behaviour: Perception- process, importance, factors influencing perception, Managerial and Behavioural applications of Perception. Learning- concepts and theories, techniques of administration, Reinforcement, Punishment, Learning about Self. Personality and Individual differences- concept, nature, types and theories of Personality, measurement of Personality. Attitude and Job Satisfaction- Sources of attitude, types, Cognitive Dissonance theory, Attitude Surveys. Emotional Intelligence and Emotional Quotient.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Stephen P. Robbins, Timothy A. Judge - Organizational Behaviour - 13<sup>th</sup> edition (Pearson-Prentice Hall)</li> <li>2. Jerald Greenberg and Robert A. Baron - Behaviour in Organizations: Understanding and Managing the Human Side of Work - 9<sup>th</sup> Edition (Prentice Hall of India)</li> </ol>	11

	3. Steven L. Mc Shane, Mary Ann Von Glinowand Radha R.Sharma- Organizational Behaviour 4 <sup>th</sup> Edition (Tata McGraw Hill)	
3.	<p>Motivation- theories of Motivation, Job Enlargement, Job Enrichment, Job Rotation, Employee Recognition and Involvement. Leadership- Leader Vs Manager, Leadership styles, Concepts and Theories, Transformational vs. Transactional Leadership. Group Dynamics- Definition, types of Groups, Stages of Group development, Team Building, Group processes and Decision Making, Application of Fundamental Interpersonal Orientation- Transactional Analysis and Johari Window. Kinesics, Body Language.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Stephen P. Robbins, Timothy A. Judge - Organizational Behaviour - 13<sup>th</sup> edition (Pearson-Prentice Hall)</li> <li>2. Arun Kumar, N Meenakshi - Organizational Behaviour- A Modern Approach (Vikas Publishing)</li> <li>3. Jerald Greenberg and Robert A. Baron - Behaviour in Organizations: Understanding and Managing the Human Side of Work - 9<sup>th</sup> Edition (Prentice Hall of India)</li> </ol>	11
4.	<p>Organizational Development – Introduction to OD, OD Models, OD Interventions. Organizational Power and Politics, Organizational Culture- Concept and Creating and Sustaining culture. Organizational Change- Resistance to Change, Managing Change, Kurt Lewin theory of Change. Conflict- types, Resolution of Conflicts.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Stephen P. Robbins, Timothy A. Judge - Organizational Behaviour - 13<sup>th</sup> edition (Pearson-Prentice Hall)</li> <li>2. Jerald Greenberg and Robert A. Baron - Behaviour in Organizations: Understanding and Managing the Human Side of Work - 9<sup>th</sup> Edition (Prentice Hall of India)</li> <li>3. Margie Parikh and Rajen Gupta - Organizational Behaviour (McGraw Hill)</li> </ol>	10

Course: Master of Business Administration

Semester: First

Paper: Managerial Economics

Paper Code: BA132103

Total credit – 3 (three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	No. of sessions
1.	<p>Introduction to Managerial Economics</p> <ul style="list-style-type: none"> <li>i. Features of Managerial Economics.</li> <li>ii. Economics and managerial decisions making process.</li> </ul> <p><b>Recommended Text Book(s):</b></p> <p>1. H.L.Ahuja - Managerial Economics (S.Chand &amp; Company Ltd.)</p>	6
2.	<p>Demand Analysis and Demand Forecasting</p> <ul style="list-style-type: none"> <li>i. Law of Demand and determinants of demand.</li> <li>ii. Categories and Types of Elasticity of Demand- price elasticity, income elasticity, cross elasticity, promotional elasticity, The determinants of elasticity, Demand elasticity and Revenue.</li> <li>iii. Methods of forecasting demand.</li> </ul> <p><b>Recommended Text Book(s):</b></p> <p>1. Yogesh Maheshwary - Managerial Economics (PHI Learning)</p>	13
3.	<p>The Theory of Production and Cost</p> <ul style="list-style-type: none"> <li>i. Production Function, Iso-quant and Iso-cost curves, Least Cost Combination of Input.</li> <li>ii. Law of Return to Scale and Law of Variable Proportion.</li> <li>iii. Economies and Diseconomies of Scale.</li> <li>iv. Types of Cost – total, average and marginal cost, fixed cost &amp; variable cost, long run and short run cost, private &amp; social cost, economist's cost &amp; accountant's cost, opportunity cost.</li> </ul> <p><b>Recommended Text Book(s):</b></p> <p>1. P. G. Keat, P.K. Y. Young &amp; S. Benarjee - Managerial Economics (Pearson Education).</p>	13

4.	<p>Pricing and Output Decision under Different Market Structure:</p> <ul style="list-style-type: none"><li>i. Price-Output determination under-- perfect competition, monopoly and monopolistic competition.</li><li>ii. Kinked-Demand Curve model of Oligopoly.</li><li>iii. Price Discrimination and dumping.</li><li>iv. Cost-plus pricing.</li><li>v. New product pricing.</li></ul> <p><b>Recommended Book(s):</b></p> <ul style="list-style-type: none"><li>1. H.L.Ahuja - Managerial Economics (S.Chand &amp; Company Ltd)</li></ul>	8
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Course: Master of Business Administration

Semester: First

Paper: Financial Accounting

Paper Code: BA132104

Total credit – 3 (three) (2-1-0)

Total Sessions: 40

Unit No.	Contents	No. of sessions
1.	<p><b>Introduction to Accounting, GAAP and Accounting Standards</b></p> <ul style="list-style-type: none"> <li>➤ Introduction; Meaning of Accounting, Accountancy &amp; Book keeping; Relationship between Accounting, Accountancy &amp; Book keeping; Distinction between Book keeping &amp; Accounting; Accounting Cycle; Users of Accounting Information; Objectives of Accounting; Types of Accounting information; Advantages &amp; Limitations of Accounting; Qualitative Characteristics of Financial Statements; Branches of Accounting; Basic Accounting Terminology; Double Entry System of Book Keeping; Relationship of Accounting with other Discipline; Accrual &amp; Cash Basis of Accounting.</li> <li>➤ Meaning of Generally Accepted Accounting Principles (GAAP); Basic Assumptions, Basic Principles &amp; Modifying Principles of Accounting.</li> <li>➤ Accounting Standards; Its Meaning, Objectives &amp; Significance; Advantages &amp; Arguments for Setting Accounting Standards; Development of Accounting Standards and Accounting Standards Board of India.</li> </ul> <p><b>Recommended Book(s):</b></p> <p>1. P.C.Tulsian - Financial Accounting (Pearson Education)</p>	5
2.	<p><b>Journalizing, Posting, Balancing and preparation of a Trial Balance</b></p> <p><b>Recommended Book(s):</b></p> <p>1. P.C.Tulsian - Financial Accounting (Pearson Education)</p>	15

<p>3.</p>	<p><b>Cash Book and Depreciation</b></p> <ul style="list-style-type: none"> <li>➤ Cash Book: Meaning and Types of Cash Book- Single Column, Cash Book with Discount Column, Cash Book with Bank and Discount Column.</li> <li>➤ Depreciation: Meaning of Depreciation and Depreciation Accounting; Causes of Depreciation; Need for Charging Depreciation; Factors Affecting the Amount of Depreciation; Depreciation on Additions to Fixed Assets; Methods of Recording Depreciation; Methods of Allocating Depreciation- SLM and WDV Method.</li> </ul> <p><b>Recommended Book(s):</b></p> <ol style="list-style-type: none"> <li>1. P.C.Tulsian - Financial Accounting (Pearson Education)</li> </ol>	<p>8</p>
<p>4.</p>	<p><b>Company Final Accounts and Financial Shenanigans</b></p> <ul style="list-style-type: none"> <li>➤ Company Final Accounts: Books of Accounts to be maintained and Preparation of Final Accounts.</li> </ul> <p><b>Recommended Book(s):</b></p> <ol style="list-style-type: none"> <li>1. S.N.Maheshwari &amp; S.K.Maheshwari - An Introduction to Accountancy (Vikas Publishing House Pvt Ltd)</li> </ol> <ul style="list-style-type: none"> <li>➤ Financial Shenanigans (FS): Meaning; Motivations and Opportunities for FS; FS Techniques; Regulatory Reactions; Detection &amp; Prevention of FS.</li> </ul> <p><b>Recommended Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Sanjay Dhamija - Financial Accounting For Managers (Pearson Education)</li> </ol>	<p>12</p>

**Reference Books:**

1. Modern Accountancy (Vol. 1) by A. Mukherjee & M. Hanif. McGraw Hill.
2. Financial Accounting for Management by Paresh Shah, Oxford University Press.

Course: Master of Business Administration

Semester: First

Paper: Quantitative Techniques in Management

Paper Code: BA132105

Total credit – 3 (three) (2-1-0)

Total Sessions: 40

Unit No.	Contents	No. of sessions
1.	<p>Differential Calculus – Differentiation, Partial Derivatives and applications; Maxima and Minima – Single variable and Multi variable functions.</p> <p>Matrix Algebra – Inverse of Matrix; Use of Matrix Inverse Method – Solution of Linear Equations.</p> <p><b>Recommended Text Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Kashyap Trivedi &amp; Chirag Trivedi - Business Mathematics (Pearson)</li> <li>2. N. D. Vohra - Quantitative Techniques in Management (Supplement: Mathematics and Statistics Refresher). (McGraw Hill Co.)</li> </ol>	9
2.	<p>Probability – Definition; Rules of Addition and Multiplication; Probability Tree Diagram; Bayes' Theorem. Probability Distributions – Characteristics of Binomial, Poisson and Normal distributions; Importance of Normal Distribution and its application.</p> <p>Sampling – Principles and methods. Concept of Sampling Distribution. Hypothesis Test – General procedure &amp; Errors. Chi-Square test and application.</p> <p><b>Recommended Text Book(s):</b></p> <ol style="list-style-type: none"> <li>1. J. K. Sharma - Business Statistics (Pearson)</li> </ol>	7
3.	<p>Correlation – Types, Method of Correlation Analysis; Coefficient of Determination. Simple Linear Regression – Determination of Regression Coefficient; Application of Regression in business</p>	12

	<p>decision-making.</p> <p>Forecasting and Time Series Analysis: Forecasting methods – Qualitative and Quantitative. Time Series Analysis – objective, components; Quantitative Forecasting methods – smoothing and exponential smoothing; Trend Projection; Measurement of seasonal effects, cyclical and irregular variations.</p> <p><b>Recommended Text Book(s):</b></p> <p>1. J. K. Sharma - Business Statistics (Pearson)</p>	
4.	<p>Index Numbers – Types; Characteristics and uses; Methods of construction of price indexes, Weighted and Unweighted Price Indexes; Test of Adequacy of Indexes.</p> <p>Decision Theory – Steps in Decision Theory Approach; Types of decision-making environments; Decision making under uncertainty and Risk; Posterior Probabilities and Bayesian Analysis; Decision Tree Analysis.</p> <p><b>Recommended Book(s):</b></p> <p>1. J. K. Sharma - Business Statistics (Pearson)</p>	12

**Reference Books:**

1. David M. Levine, Timothy C. Krehbiel, Mark L. Berenson, Barry Render, Ralph M. Stair, Michael E. Hanna - Quantitative Techniques for Management (Pearson).

Course: Master of Business Administration

Semester: First

Paper: Marketing Management - I

Paper Code: BA132106

Total credit – 3 (three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	No. of sessions
1.	<p>Introduction to Marketing, Nature, Scope and Importance, Marketing Philosophies, Marketing Vs Selling, Marketing environment, Green Marketing, Marketing Research-concept.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, - Marketing Management, 13<sup>th</sup> edition (Pearson Education India)</li> <li>2. Armstrong, Kotler - Marketing: An Introduction 7<sup>th</sup> edition (Pearson Education)</li> <li>3. Tapan K Panda - Marketing Management Text &amp; Cases (Excel Books)</li> </ol>	8
2.	<p>Industrial and Consumer Markets, Consumer Market and buyer behavior- Social, Cultural, Personal and Psychological factors affecting consumer behavior, Market Segmentation- procedure, basis for Consumer or Industrial Market Segmentation, Market Targeting, Niche Marketing, Social Marketing, Customization.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, - Marketing Management, 13<sup>th</sup> edition (Pearson Education India)</li> <li>2. Armstrong, Kotler - Marketing: An Introduction, 7<sup>th</sup> edition (Pearson Education)</li> <li>3. S Jayachandran - Marketing Management Text &amp; Cases (Excel Books)</li> </ol>	13

3.	<p>Importance of Marketing Mix- 4P's of Marketing, Concept of Product- Classification of products, Product levels, Product Mix, New Product Development, Product Life Cycle (PLC)- Stages and Strategies for different stages of PLC, Product Positioning, Differentiating the product- concept and strategies.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, - Marketing Management - 13<sup>th</sup> edition (Pearson Education India)</li> <li>2. Armstrong, Kotler - Marketing: An Introduction 7<sup>th</sup> edition (Pearson Education)</li> <li>3. Ramaswamy V.S. and Namakumari S. – Marketing Management: Planning, Implementation and Control (MacMil)</li> </ol>	9
4.	<p>Concept of Pricing- Factors affecting Price determination, Pricing Policies, Pricing Methods. Channels of Distribution- factors affecting Channel Distribution, Management of Channels, Selection, Training, Motivation and Evaluation of Channel Members, Retailing, Wholesaling and Teleshopping.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, - Marketing Management, 13<sup>th</sup> edition (Pearson Education India)</li> <li>2. Armstrong, Kotler - Marketing: An Introduction, 7<sup>th</sup> edition (Pearson Education)</li> <li>3. S Jayachandran - Marketing Management Text &amp; Cases (Excel Books)</li> </ol>	10

Course: Master of Business Administration

Semester: First

Paper: Computer Application in Business

Paper Code: BA132107

Total credit – 3 (three) (2-0-2)

Total Sessions: 40

Unit No.	Contents	No. of sessions
1.	<p><b>Information Technology:</b> Contributions of IT to Business; Tactical and Strategic IT applications; Integrated Business Application – need; attributes; advantages; Identification of right IT application in business.</p> <p>Importance of Information system for organization and society; Competitive advantage and Strategic Information System; Ethical Issues; Security Issues and defense mechanisms.</p> <p>IT Application in Industries (Banks, Hospitals and Hotels). E-Governance – concept and services.</p>	8
2.	<p><b>Data and Database Management Systems:</b> Difficulties in managing Data, Data Life Cycle; Database approach – Data hierarchy, designing database, Entry-relationship modeling, DBMS. Files/Records/Data Management Functions, Functions and Advantages of DBMS/RDBMS, DBMS Implementation methodologies; Relational database model; SQL, Data backup and Restoration; Data warehouse and Data Mining.</p>	8
3.	<p><b>Networking</b> – Introduction; Converging of computing with communication; the OSI model; Benefits of Networking; Components of a Network and Network types; characteristics of Network; Hardware and Software used for Networking; Transmission Modes; Transmission media; Security.</p>	8
4.	<p><b>Electronic Commerce:</b> Overview of E-Business and E-Commerce; Pure versus Partial EC; Types of E-Commerce – B2C, B2B, C2C, B2E and E-Government. E-Commerce Business Models; Benefits and Limitations of E-Commerce; E-tailing – Issues; Electronic Storefront and Malls; Online Advertising</p>	6

	Methods, spamming, permission marketing and viral marketing. EDI – concept; E-commerce in India – Scopes and Challenges; Electronic Payments; Ethical and Legal Issues in E-business.	
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<b>Practicals:</b>		
	1) Working with Tally – Introduction; Features of Tally; Enhancement; Installation Process; Creating a Company: Defining Stock Groups and Stock Categories; Defining Stock Items; Unit of Measurement; Defining Godowns. 2) Working with DBMS – Creating Database in Microsoft Access. Working with Excel and PowerPoint.	10
<b>Recommended Text Book(s):</b>		
	1. T.A. Adikesavan - Information Technology: Best Practices and Applications in Business (PHI Ltd.). 2. R. Kelly Rainer & Gasey G. Cegielski - Introduction to Information Systems: Enabling and Transforming Business (Wiley India). 3. N. Srivastava - Computer Applications in Management (Dreamtech Press, New Delhi).	

**Reference Book(s):**

1. Anita Goel - Computer Fundamentals (Pearson).
2. Ramez Elmasri & Shamkant Navathe - Fundamentals of Database Systems (Pearson).

Course: Master of Business Administration

Semester: First

Paper: Values and Ethics in Management

Paper Code: BA132108

Total credit – 2 (two) (2-0-0)

Total Sessions: 40

Unit No.	Contents	No. of sessions
1.	<p>Values – Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behavior, Values across Cultures; Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management, Theories of Ethics: deontological and teleological theories.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Laura P. Hartman, Abha Chatterjee – Business Ethics (Tata McGraw Hill)</li> <li>2. M.M. Jennings - Case Perspective in Business Ethics - India Edition (Cengage Pub)</li> <li>3. Robert A. Peterson &amp; O.C. Ferrell - Business Ethics, New challenges for B. Schools &amp; Corporate leaders - Eastern Economy Edition (PHI)</li> </ol>	7
2.	<p>The Ethical Value System – Universalism, Utilitarianism, Indian Value System and Values, Indian Ethos in Management (IEM), Ethical Corporate Behavior, Ethical leadership with examples, Ethical Decision Making, Impact of Law in Business Ethics, Distributive Justice, Social Contracts, Individual Freedom of Choice, Work ethics: nature and scope, Ethical issues at workplace, Cross Cultural Ethics, Source of Ethical Behavior, Ethical dilemma.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Robert A. Peterson &amp; O.C. Ferrell - Business Ethics, New challenges for B. Schools &amp; Corporate leaders - Eastern Economy Edition (PHI)</li> <li>2. M.M. Jennings - Case Perspective in Business Ethics - India Edition (Cengage Pub)</li> </ol>	10

	3. Bajpai B.L. – Indian Ethos & Modern Management (New Royal Book Sellers)	
3.	<p>Ethics impact in Business - Ethical theories and approaches, Ethical Issues in Capitalism and Market Systems, Intellectual property rights like designs, patents, trademarks, copy rights, RTI, Fair Trade Practices, Stress management , Quality of work life and Work Ethics, Managerial Effectiveness in the Indian Context.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. S.S.Iyer – Managing for Value (New Age International Publisher)</li> <li>2. O C Ferrell, John Fraedrich, Linda Ferrel - Business Ethics- A Case Perspective- India Edition (Cengage Learning)</li> <li>3. M.M. Jennings - Case Perspective in Business Ethics India Edition (Cengage Pub)</li> </ol>	10
4.	<p>Social Responsibilities of Business – Environmental Protection, Corporate Governance: Issues, need, corporate governance code, transparency &amp; disclosure, role of auditors, board of directors and shareholders, social audit; CSR and its significance in Business, Ethical Issues- Harassment &amp; Discrimination, Carbon footprints, Water footprints, Whistleblowing, Trade secrets.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. A B Rao - Business Ethics and Professional Values (Excel Books)</li> <li>2. Robert A. Peterson &amp; O.C. Ferrell - Business Ethics, New challenges for B. Schools &amp; Corporate leaders - Eastern Economy Edition (PHI)</li> </ol>	13

Course: Master of Business Administration

Semester: First

Paper: Communication Skills for Managers

Paper Code: BA132109

Total credit – 2 (two) (1-0-2)

Total Sessions: 40

Unit No.	Contents	No. of sessions
1.	<p><b>Basics of Business Communication:</b></p> <p>Nature and Process of Communication, Levels of Communication and Communication Networks, Barriers to Communication, Organizational Communication, Technology enabled Communication.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Lesikar RV &amp; Pettit Jr. J.D. - Basic Business Communication (Excel Books)</li> <li>2. P.D. Chaturvedi &amp; Mukesh Chaturvedi - Business Communication-Concepts, Cases &amp; Applications (Pearson Education)</li> <li>3. Meenakshi Raman &amp; Sangeeta Sharma - Technical Communication : Principles and Practice (Oxford University Press)</li> </ol>	5
2.	<p><b>Communicating effectively:</b></p> <p>Non-Verbal Communication, Etiquettes, Emotional Intelligence.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Lesikar RV &amp; Pettit Jr. J.D. - Basic Business Communication (Excel Books)</li> <li>2. P.D. Chaturvedi &amp; Mukesh Chaturvedi - Business Communication-Concepts, Cases &amp; Applications (Pearson Education)</li> <li>3. Sailesh Sengupta – Business &amp; Managerial Communication (PHI)</li> </ol>	6 (4 Lectures + 2 Practical)
3.	<p><b>Written Communication:</b></p> <p><b>Writing Business Correspondences:</b> Business Letters, Memos and Emails.</p>	10

	<p><b>Report Writing</b> - Formats, Types, Importance, Characteristics, Long and short reports (Technical and Non-Technical).</p> <p><b>Internal Communication:</b> Writing Circulars, Notices, Letter Writing, Proposal Writing, MoMs, Office notes &amp; orders, Techniques of writing in exams.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Meenakshi Raman and Prakash Singh - Business Communication (Oxford University Press)</li> <li>2. Shirley Taylor and V.Chandra - Communication for Business: A practical approach (Pearson)</li> <li>3. Lesikar RV &amp; Pettit Jr. J.D. - Basic Business Communication (Excel Books)</li> </ol>	
<p><b>4.</b></p>	<p><b>Oral Communication:</b></p> <p><b>Presentation Skills</b> (Elements of presentation, Planning, Outlining and Structuring, Nuances of Delivery, Controlling Nervousness and Stage Fright, Visualization Strategies, On- Camera Techniques, Visual Aids in Presentations, Applications of MS PowerPoint, Slide Preparation, Slide Show Animations, Use of Audio Video Clips in presentations).</p> <p><b>Group Discussions:</b> introduction, relevance and importance in job selection process, Methodology , Guidelines for Group Discussions, Role Functions in GD, Types of Non-functional behavior, Improving group performance, Problems hindering Group Effectiveness, Different types of GDs, Critical Success factors in a GD, Skills assessed in a GD.</p> <p><b>Negotiation Skills:</b> Definition, Nature and need, factors affecting Negotiation- Location, Timing, Subjective factors. Stages in the Negotiation Process- Preparation Phase, Negotiation Phase, Implementation Phase. Negotiation Strategies.</p> <p><b>Recommended Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. Meenakshi Raman &amp; Sangeeta Sharma - Technical Communication : Principles and Practice (Oxford University Press)</li> </ol>	<p>9 (6 Lectures + 3 Practical)</p>

	<p>2. P.D. Chaturvedi &amp; Mukesh Chaturvedi - Business Communication-Concepts, Cases &amp; Applications (Pearson Education)</p> <p>3. M.Ashraf Rizvi – Effective Technical Communication (Tata McGraw Hill)</p>	
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<p><b>Practicals Communication Skills:</b> Through suitable softwares (Practicals to be conducted in Communication lab).</p>	
<p><b>Phonetics (Listening):</b> Basic sounds of English, Phonetic Transcription, Rules of Pronunciation, Problem Sounds, Consonant Clusters, Stress and Intonation (Word Stress, Sentence stress).</p> <p><b>Speaking:</b> The characteristics of effective speech: voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture, types of speaking, persuasive speaking, public speaking.</p> <p><b>Reading:</b> Reading comprehension, developing reading skills and strategies, skimming and scanning, taking notes.</p> <p><b>Writing:</b> Paragraph development, précis writing, clarity of language, stylistic variation, biasfree English, formal and informal language use, writing book/movie review.</p> <p><b>Recommended Software(s) &amp; Reference Book(s):</b></p> <ol style="list-style-type: none"> <li>1. ABCD of LSRW.</li> <li>2. Burlington English.</li> <li>3. Orell Digital Language Lab (ODLL).</li> <li>4. Wordworth Language Lab, Sanako etc.</li> </ol>	<p>(3+3+2+2 = 10)</p>

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