Emerging Concepts in Management

Level: Master of Business Management (MBM)
Course Code: MGT 511
Nature of course: Core
Credit Hours: 3

Course Objectives
The objective of the course is to provide the students with recent management concepts and practices in the field of management to incorporate changing issues in the management decision making to build competitive advantage for the organization. It imparts rapid response to the environment.

Course Contents

Unit 1: Overview of management
- Understanding management
- Mastering the management system
- Skills, competences and knowledge for successful manager
- Management thoughts

Unit 2: Empowerment
- Concept of empowerment
- Approaches to empowerment

Unit 3: Sustaining teamwork
- Team building process
- Barriers to effective team building
- Managing multicultural teams

Unit 4: Outsourcing Management
- Models of outsourcing
- Impact of outsourcing for organizational effectiveness

Unit 5: Corporate governance
- Concept and Domains of Corporate governance
- Effective corporate rating system

Unit 6: Sustaining organizational culture
- Concept of organizational culture
- Framework for examining cultures
- Cross cultural management
Unit 7: Corporate Leadership  
- Transformational leadership and transactional leadership  
- Emerging leadership issues

Unit 8: Conflict, negotiations and change  
- Conflict resolution techniques  
- Technique to effective negotiation  
- Effective change management process

Unit 9: Management control approaches  
- Philosophy of quality management  
- Joseph Juran, Philip Crossby and Edward Daming in quality management  
- Six Sigma  
- Implications of six sigma in the organizations

Unit 10: Knowledge and Talent Management  
- An integration of thoughts on knowledge management  
- Barriers to implement knowledge management in an organization  
- Organization as a Talent Factory  
- Managing talents for competitive advantage

Unit 11: Seminar in Management:  
- Management environment, Corporate Governance, Role of knowledge management,  
  Mentoring in organizations, empowerment and organizational change,  
  Emerging organizational leadership in 21st century, Quality issues in organizations

Reference:  
Managing 21st Century by Peter F. Drucker  
Rickky W. Griffin, Management  
Managerial Accounting and Control

Level: Master of Business Management (MBM)
Course code: ACC 511
Nature of course: Core
Credit hours: 3

Course Objectives
The objectives of this course are to provide in depth knowledge of managerial accounting tools and techniques in planning, control and decision making processes.

Course Contents
Unit 1: Managerial Accounting Concept
Concept, objectives and functions of managerial accounting.

Unit 2: Cost Management
Cost concept, classifications, estimations and reporting based on marginal costing.

Unit 3: Cost Volume Profit Analysis
Concept, assumptions, limitations and techniques of CVP, break even analysis and profit planning including multi-products. CVP under condition of uncertainty and constraints. Linear programming models for planning.

Unit 4: Managerial Control Process
Budgeting: Preparation of Master Budget for manufacturing and trading organizations for future forecasting

Variance Analysis for controlling the performance: Material, Labour, Overhead and Revenue (based on turnover)

Performance reporting and analysis

Unit 5: Decision regarding alternative choices
Make or buy. Drop or continue. Accept or reject a special offer. Sales or further processing and Leasing for purchase.

Unit 6: Financial Statement Analysis
Unit 7: Investment Decision


Reference:
Managerial Economics

Level: Master of Business Management (MBM)
Course code: ECO 511
Nature of course: Core
Credit Hours: 3

Course Objectives
This course is intended to provide a foundation in Managerial Economics and aims to enable students to understand the economic analysis applicable to managerial decision making.

Course Contents
Unit 1: Introduction
1.1 Introduction to Managerial Economics:
Concept and scope of managerial economics, use of managerial economics in business decision making.
1.2 Basic concept and principles:
   a) Production possibility curve,
   b) Opportunity cost,
   c) Concept of marginal analysis, and
   d) Discounting principles.
1.3 Theory of firm:
Profit maximization theory, Baumol's theory of sales revenue maximization, Morris's hypothesis of maximization of growth rate, Williamson's model of managerial utility function, Behavioral theories.

Unit 2: Demand Analysis forecasting
2.1 Concept of price, income, cross and promotional elasticity of demand. Measurement of different types of elasticity of demand. Relationship between price elasticity and revenue.
2.2 Demand forecasting: Concept and purpose of Demand Forecasting, techniques demand forecasting, Qualitative methods of demand forecasting: Survey technique, Market experiment,
Quantitative method of demand forecasting: Time series analysis, Smoothing technique, Econometric technique and Barometric technique, Limitations of forecasting

Unit 3: Theory of Production and Cost
3.1 Production function and optimal combination of inputs: One variable input and two variable inputs, Economies of scale and economies of scope
3.2 Concept of cost: Different concepts of cost.
Unit 4: Market

4.1 Competitive markets:
Short run and long-run competitive equilibrium, Short-run and long-run response to change in demand and supply, Efficiency of perfect competitive market, Market Interventions, Taxes and subsidies, Policies to raise prices: Import Tariffs and Quotas

4.2 Other markets
Concept of monopoly, monopolistic and oligopoly markets, Pricing in cartel, price leadership, kink demand curve model.

4.3 Game theory:
Strategies and pay off matrix, Dominant strategy, Secure strategy, Nash equilibrium and prisoner's dilemma. Simultaneous-move game and sequential-move game, One shot game and repeated game, Applications of one-shot game, repeated game and sequential games, Global trends.

4.4 Market failure
Concept and sources: Market power and deadweight loss, Externalities, Public goods and Incomplete information, Government response to market failure: Competition promotion (Antitrust) policy, Price regulation (including public utility company), Patent system, Subsidy, Operating controls, Regulations of environment pollution, public choice theory.

Unit 5: Pricing decisions and strategies

5.1 Pricing practices

Reference:
Peterson, HC and Lewis, WC (2002), Managerial Economics, New Delhi, Prentice Hall of India.
Organizational Behavior

Level: Master of Business Management (MBM)
Course Code: MGT 515
Nature of course: Core
Credit Hours: 3

Course Objectives
The major objectives of this course is to provide students with an in-depth understanding of behavioral processes and thereby enable them to function more effectively in their present or future roles as managers of human resources.

Course Contents
Unit 1: Introduction
Concept of organizational behavior, Theoretical foundation for OB-cognitive, Environmental context of OB-globalization, diversity and ethics, Basic assumptions of OB, Contributing disciplines to the field of OB, challenges and opportunities for OB.

Unit 2: Understanding Individual Behavior
Behavior as an input-output system. Mental process-beliefs, attitudes, values, needs, motives and behavior.

Unit 3: Perception, Individual Decision Making and Learning in Organizations
Concept of perception, perceptual process, factors affecting perception, Perceptual sets in organizational settings, specific application of perception in organizations, the link between perception and decision making in organizations, individual differences and organizational constraints. Concept of learning, Learning theories, Factors influencing learning, Principles of learning, behavior modification.

Unit 4: Personality and Positive Organizational Behavior
Concept, Personality traits and characteristics, Determinants of personality, linking an individual's personality and values to the workplace, Major personality attributes influencing OB. Self-efficiency, optimism, hope resiliency, psychological capital, and other positive constructs. Emotions and Moods, emotional labour, OB applications for of emotions and moods.

Unit 5: Motivation, Job Satisfaction and Stress Management
Work motivation theories, motivational application through job design, motivational application through goal setting, Concept and cause of job satisfied and dissatisfied employees on the workplace. Concept of work stress, sources of stress, individual differences, consequences of stress and managing stress.

Unit 6: Groups and Teams in Organizations
Concept of group and group dynamics, the dynamics of group formation, types of groups, The dynamics of informal groups, nature and significance of informal groups, group decision making, concept and nature of teams, Types of teams, Team processes.
Unit 7: Leadership
Concept, Theories of leadership-behavioural theories, contingency theories, leader-member exchange (LMX) theory and decision theory, leadership skills, contemporary issues in leadership.

Unit 8: Communication
Concept, Function and process, Types, Barriers to effective communication, interactive communication in organizations, current issues in communication.

Unit 9: Conflict and organizational culture
Concept, nature, types and sources of individual and group level conflict, Dynamics of intergroup conflict, approaches to conflict management. Functions of cultures, Creating and sustaining culture, Learning culture.

Unit 10: Organizational Change and Development
Concept, Forces of change, Resistance to change, Approaches to managing organizational change, creating culture for change, Concept and characteristics of organizational development (OD), OD values, OD interventions at individual, group and organizational level.

References:
Statistics and Computer-assisted Data Analysis

Level: Master of Business Management (MBM)
Course code: STT 511
Nature of course: Core
Credit Hours: 3

Course Objectives
The course aims to develop knowledge and skill of statistics and applications of computer in business data analysis. EXCEL software should be applied throughout this course.

Course Contents
Unit 1: Descriptive Analysis
- Measure of central tendency and dispersion
- Skewness and kurtosis
- Five number summary
- Box-Whisker plot

Unit 2: Probability
- Simple, independent and conditional probability
- Discrete probability distribution (Binomial and Poisson)
- Continuous probability distribution (Normal)

Unit 3: Sampling
- (Parametric)
  - Large sample (Z-statistic)
  - Small sample (t-statistic)
  - One way and two-way ANOVA
- (Non-parametric)
  - Chi-square statistic

Unit 4: Multiple Correlation and Regression
- Multiple correlation and regression analysis
- Coefficient of determination
- ANOVA test in regression analysis
- Assumptions of fitting regression
- Forecasting

Reference: