

# 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: Over view of management** **LH 6**

- Understanding management
- Mastering the management system
- Skills, competences and knowledge for successful manager
- Management thoughts

### **Unit 2: Empowerment** **LH 2**

- Concept of empowerment
- Approaches to empowerment

### **Unit 3: Sustaining teamwork a** **LH 3**

- Team building process
- Barriers to effective team building
- Managing multicultural teams

### **Unit 4: Outsourcing Management** **LH 6**

- Models of outsourcing
- Impact of outsourcing for organizational effectiveness

### **Unit 5: Corporate governance** **LH 2**

- Concept and Domains of Corporate governance
- Effective corporate rating system

### **Unit 6: Sustaining organizational culture** **LH 3**

- Concept of organizational culture
- Framework for examining cultures
- Cross cultural management

**Unit 7: Corporate Leadership** **LH 3**

- Transformational leadership and transactional leadership
- Emerging leadership issues

**Unit 8: Conflict, negotiations and change** **LH 4**

- Conflict resolution techniques
- Technique to effective negotiation
- Effective change management process

**Unit 9: Management control approaches** **LH 4**

- Philosophy of quality management
- Joseph Juran, Philip Crosby and Edward Daming in quality management
- Six Sigma
- Implications of six sigma in the organizations

**Unit 10: Knowledge and Talent Management** **LH 6**

- 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:** **LH 9**

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**

Stephen P. Robbins, **Fundamentals of Management, Essential Concepts and Applications**

**Management**, Robert Kreitner & Marnata Mohapatra

# 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 LH 2**

Concept, objectives and functions of managerial accounting.

### **Unit 2: Cost Management LH 3**

Cost concept, classifications, estimations and reporting based on marginal costing.

### **Unit 3: Cost Volume Profit Analysis LH 6**

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 LH 14**

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 LH 8**

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 LH 6**

Meaning and objectives of Financial Statement Analysis. Techniques of Financial Statement Analysis: Horizontal, Vertical, Trend and Ration Analysis: Liquidity, Activity, Capital Structure, Market Strength, Profitability and Growth.

**Unit 7: Investment Decision****LH 9**

Concept and need of capital budgeting. Investment analysis techniques: ARR, PB, NPV and IRR. Economic analysis of project: cost benefit analysis. Risk analysis in capital budgeting: sensitivity, scenario analysis, probability distribution approach, standard deviation, decision tree. Foreign investments and foreign currency transactions.

**Reference:**

- Garrison, R.H., Noreen, E.H., & Brewer, P.C. (2009), **Managerial Accounting**, New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Hilton, R.W., Ramesh, G., & Madugula, J. (2008), **Managerial Accounting**, New Delhi: Tata McGraw Hill Education Pvt. Ltd.

# 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

**LH 9**

#### 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

**LH 9**

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

**LH 4**

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

LH 18

### 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

LH 8

### 5.1 Pricing practices

Cost plus pricing, Incremental cost pricing, Product life cycle based pricing, Multiple product pricing, Peak load pricing, Auction pricing, Transfer pricing, Bundling, Prestige pricing, Price lining, Skimming, Administered Pricing, Export Pricing, International Price discrimination.

### Reference:

Salvatore, Dominik (2012), **Managerial Economics in a Global Economy**, New York, McGraw Hill.

Salvatore, Dominik (2003), **Micro Economics Theory and Applications**, New York, Oxford University, Press.

Peterson, HC and Lewis, WC (2002), **Managerial Economics**, New Delhi, Prentice Hall of India.

**Economics**, Lipsey Richad G, Chrystal K. Alec.

Mankiw, NG (1998), **Principles of Economics**, Orlando, The Dryden Press (Harcourt Brace College Publishers).

Baye, MR (2010), **Managerial Economics and Business Strategy**, New York, McGraw Hill.

# 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**

**LH 5**

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**

**LH 3**

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**

**LH 5**

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**

**LH 6**

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**

**LH 6**

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**

**LH 5**

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****LH 4**

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****LH 4**

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

**Unit 9: Conflict and organizational culture****LH 5**

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****LH 5**

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:**

Robbins, S.P., **Organizational Behavior**, New Delhi: Pearson.

Luthans, L., **Organizational Behaviors: an Evidence-based Approach**, New Delhi: McGraw Hill.

Newstorm, J.W., **Organizational Behavior: Human Behavior at Work**, New Delhi: Tata McGraw\_Hill Publishing company.

Arnold, H.J. and Fieldman, D.C. **Organizational Behavior**. New York: McGraw Hill Book Company.

Asathappa, K. **Organizational Behavior**. (8th Edition), New Delhi: Himalayan Publishing House.

Dwivedi, R.S. **Human Relations and Organizational Behavior: A Global Perspective**. New Delhi: Macmillan India Limited.

Adhikari, D.R. **Organizational Behavior**. Kathmandu: Buddha Academic Enterprises Pvt. Ltd.

Fred, L. **Organizational Behavior**. New Delhi: McGraw Hill International.

Hellriegel, D., Slocum, J.W. and Woodman, R.W. (2001). **Organizational Behavior**. Singapore: South Western College Publishing.

Moorhead, G. and Griffin, R.W. (2000). **Organizational Behavior**. New Delhi: AITBS Publishers.

# 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 LH 6

- Measure of central tendency and dispersion
- Skewness and kurtosis
- Five number summary
- Box-Whisker plot

### Unit 2: Probability LH 8

- Simple, independent and conditional probability
- Discrete probability distribution (Binomial and Poisson)
- Continuous probability distribution (Normal)

### Unit 3: Sampling LH 16

- (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 LH 12

- Multiple correlation and regression analysis
- Coefficient of determination
- ANOVA test in regression analysis
- Assumptions of fitting regression
- Forecasting

## Reference:

Glyn Davis and Branco Pecar. **Business Statistics using Excel**. Oxford, South Asia Edition.

David M. Levine, Timothy C. Krehbiel, Mark L. Berenson and P.K. Viswanathan. **Business Statistics: A First Course**. Pearson Education.