



KRISHNA UNIVERSITY

MACHILIPATNAM

MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE EXAMINATION (With effect from 2015-2016) MBA COURSE STRUCTURE

I SEMESTER

Paper Code	Paper Title (Generic Core Courses)	No of Sessions/ week	Core / Elective	External Marks	Internal Marks	No. of Credits
MBA101	Managing people & Organizations	4	Core	60	40	3
MBA 102	Managerial Economics	4	Core	60	40	3
MBA 103	Business Analytics for Decision Making	4	Core	60	40	3
MBA 104	Business, Government & Society	4	Core	60	40	3
MBA 105	Managerial Communication	4	Core	60	40	3
MBA 106	Accounting for Managers	4	Core	60	40	3
Generic Elective Courses						
MBA107	Business Communication Lab	3	Elective	-	50	2
MBA 108	Personality Development Lab					
Total for First Semester		27		360	290	20

Internal Marks Allocation: 20 marks for internal examination (two internals- average marks)
5 marks for attendance
5 marks for typical assignment submission
10 marks for (Minimum 03 compulsory seminar presentations and
03 GD participations in the subject concerned)

Total Marks = 40

MBA 101: MANAGING PEOPLE AND ORGANISATIONS

Subject Code :	MBA 101	I A Marks	40
No. of Lecture Hours / Week	04	End Exam Marks	60
Total Number of Lecture Hours	56	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the semester, student should able to:

- . Comprehend and apply the principal concepts of the field of management at the individual, group, and organizational levels of analysis and identify how these concepts affect organizational and individual performance.
- . Recognize the relationship of the basic human resource functions to managerial roles and responsibilities.
- . Manage organizational culture and conflict in organizations, and how to manage sustainability and Effectiveness of Organizations.

UNIT I:

Introduction to Management: Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Types and Roles of Managers (Mintzberg), and skills for Managers (Katz)– Management and Environment – Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

UNIT-2

Managing People-1: Creating Value through Human Resources – Gaining Competitive Advantage through Managing People – Strategic Approach to Managing People – Managing people at Work Place – Managing People through Persuasion and Motivation – Managing Employee Involvement and Participation – Employment Relationship.

UNIT-3

Managing People-2: Managing Individual and Group Differences – Managing Individual and Group Performance – Coaching and Feedback – Reward Techniques and Practices – Career Development and Progression – Management of Complaints and Grievances – Cross-cultural and Diversity Management – Management by Objectives – Management by Exception – Tipping Point Leadership.

UNIT-4

Managing Organizations-1: Concept, Definition and Characteristics of Organization – Types, Structure and Principles of Organization – Organizational Design – Organization and Environment – Organizational Behavior – Organizational Strategy – Managing Organizational Culture and Identity – Managing Organizational Learning and Transformation – Managing Power, Politics, Influence and Conflicts in Organizations.

UNIT-5

Managing Organizations-2: Managing Individual-Organizational Interface – Managing Group Dynamics in Organizations – Organizational Decision-Making and Strategy-Formulation – Organizational Failure and Pathology – Managing Organizational Change and Development – Managing Sustainability and Effectiveness of Organizations.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Studying organizational structures of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
- Identifying any five organizations and group them into different types of organizations based on Managing people at work place.
- Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
- Study any three companies following OD interventions and Identify effective technique.

Note: *Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.*

REFERENCE BOOKS:

1. Stephen Taylor, Carol Woodhams, *Managing People and Organizations*, First edition, 2012,
2. Jeremy Adams, *Managing People in Organizations -Contemporary Theory and Practice*, Palgrave Macmillan.
3. Clegg, S., Kornberger, M., and Pitsis, T., *Managing and organisations: An introduction to theory and practice*, Sage, London, 2011.
4. Ricky Griffin, Gregory Moorhead, *Organizational Behavior: Managing People and Organizations*, Cengage Learning, 2009.
5. Graeme Martin, *Managing People and Organizations in Changing Contexts*, Routledge, 2006.
6. Knights, D. & Willmott, H. *Introducing organizational behavior and management*, Thompson, London, 2006.

7. Heinz Wehrich, Harold Kontz, *Management: A Global Perspective*, 10/e TMH
8. Stoner, Freeman and Gilbert, Jr. *Management*, Pearson Education, New Delhi.
9. Luthans.F. *Organizational Behaviour*, TMH.
10. Robbins, *Management*, 7/e, Pearson Education.
11. John F.Wilson, *The Making of Modern Management*, Oxford University Press.

MBA 102: MANAGERIAL ECONOMICS

Subject Code :	MBA 102	I A Marks	40
No. of Lecture Hours / Week	04	End Exam Marks	60
Total Number of Lecture Hours	56	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the semester, student should able to:

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process.
- To understand macro economic analysis essential for business managers

UNIT I:

Managerial Economics: Definition, Nature, Scope – Functions and Responsibilities of a Managerial Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses – Demand Forecasting – Methods of Forecasting for Existing and New Product.

UNIT 2:

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm-Baumol’s Model and Agency Theory – Production Function – Law of Variable Proportions & ISO-Quants & ISO Costs – Least Cost Factor Combination – Returns to Scale – Economies and Diseconomies of Scale.

UNIT 3:

Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short-Term & Long Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization – Demand and Supply: Market Equilibrium – Market Structures – Concept of Price – Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

UNIT 4:

Indian Economic Environment: Overview of Indian Economy – Recent changes in Indian Economy – Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI – Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation – Measurement of Inflation – Economics of Risk & Finance – Monetary Policy & Fiscal Policy.

UNIT 5:

Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Keynesian Theory (overview).

Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or Unit-3.

PRACTICAL COMPONENTS:

- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- An in-depth study of economic indicators on the growth rate.
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

REFERENCE BOOKS:

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics, Theory & Applications*, Tata McGraw Hill.
5. Mehta P.L, *Managerial Economics – Text and Cases*, S.Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education.

MBA 103: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING

Subject Code :	MBA 103	I A Marks	40
No. of Lecture Hours / Week	04	End Exam Marks	60
Total Number of Lecture Hours	56	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the semester, student should able to:

- Understand a Problem in Business, explore and analyze the problem.
- Make better decisions, to improve policy making, to develop strategy and to improve day to day performance of organizations.

- Explore data to find new patterns and relationships (Data Mining)
- Predict the relationship between different variables (Predictive Analytics and Predictive Modeling).
- Estimate the value created using business analytics to address an opportunity/Problem.
- Understand and use statistical techniques for analysis of research data.

UNIT I:

Introduction: Meaning, Definition and Importance of Business Analytics – Analytics v/s Analysis –Business Analytics v/s Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem – Analytical Approaches for Decision Making – Business Analytics as a Competitive Strategy – Effective Communication of Analytics.

UNIT 2:

Mathematics and Statistics for Business Analytics: Concept and Definition of Data Science – Data Sources, Types of Data and Data Representations – Mathematics for Business Analytics: Application of Differentiation, Maxima and Minima, Matrices and Matrix Operations using Cramer’s Rule and Inverse Method (Problems) – Probability and Counting Techniques: Bayes’ Theorem, Binomial, Poisson and Normal Distributions (*Theory and Problems*) – Statistics for Business Analytics: Descriptive Statistics-Measures of Central Tendency, Variability and Shape (*Theory and Problems*).

UNIT-3:

Predictive Analytics Tools & Techniques: Concept of Predictive Analytics – Linear Regression and Logistic Regression – Factor Analysis – Cluster Analysis – Econometrics and Time Series Forecasting – Decision Trees (*Theory and Problems*).

UNIT 4:

Contemporary Analytics: Financial and Risk Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Salesforce Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics (*Theory and Problems*).

UNIT 5:

Business Research & Analytics for Decision Making: Introduction to Research and Problem Formulation – Types of Research – Research Process and Research Design – Sampling Theory – Scaling, Measurement Data Collection Techniques (Overview) – Hypothesis Formulation and

Testing Techniques – **Non-Parametric Tests** (Mann-Whitney U, Kolmogorov-Smirnov, Chi-square test, and Spearman R) – **Parametric Tests**: Correlation, t-test and ANOVA (One-way & Two-way) – Data Interpretation, Report Writing and Presentation (**Theory and Problems**).

PRACTICAL COMPONENTS:

- Students should identify any three companies using data analytics, and analyze how companies are using analytics to prosper.
- Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data. Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making.
- Assess the strengths and limitations of analytics and predictive modeling techniques for different business applications and varying data conditions using free and open source softwares like 'R' and 'Orange'.
- Students are expected to write the research design on Exploratory and Descriptive Research.
- Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Students are asked to conduct Market survey to know the consumer perception towards any FMCG.

REFERENCE BOOKS:

1. Shmueli, Patel and Bruce, *Data Mining for Business Intelligence, Concepts, Techniques and Applications*, Wiley.
2. Powell and Baker, *Management Science: The Art of Modeling with Spreadsheets*, Wiley.
3. Williams, *Data Mining with Rattle and R: The Art of Excavating Data for Knowledge Discovery*, Springer.
4. Ledolter, *Data Mining and Business Analytics with R*, Wiley.
5. Danielle Stein Fairhurst, *Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals + website*, Wiley, 2013.
6. Winston Wayne L., *Microsoft Excel 2013: Data Analysis and Business Modeling*, Microsoft Press, USA.
7. C R Kothari, *Research Methodology*, Vishwa Prakashan, 2002.

8. Donald R. Cooper & Pamela s Schindler, *Business Research Methods*, 9/e, TMH /2007
9. Naresh K Malhotra, *Marketing Research*, 5th Edition, Pearson Education /PHI 2007

MBA104: BUSINESS, GOVERNMENT & SOCIETY

Subject Code :	MBA 104	I A Marks	40
No. of Lecture Hours / Week	04	End Exam Marks	60
Total Number of Lecture Hours	56	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the semester, student should able to:

- Understand the challenges and complexities faced by businesses and their leaders as they endeavor to maximize returns while responsibly managing their duties to all stakeholders of business.
- Understand the rationale for government interventions in market systems.
- Understand and appreciate the social aspects of business.
- Develop Social Responsibility and make their own judgments as to the proper balance of attention to multiple bottom lines.
- Develop the skills needed to work through ethical dilemmas in a globalised economic era.

UNIT 1:

Introduction: Relationship among Business, Government and Society (BGS) – Importance of Business, Government and Society to Managers – Dynamic Forces Changing Business Environment – Models of BGS Relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model.

UNIT 2:

Corporate Governance: Definition and Significance of Corporate Governance – Historical Perspective of Corporate Governance – International Perspective on Corporate Governance (Overview) – Theoretical Foundations of Corporate Governance – Elements of Governance in Organizations – Obligation to Stakeholders of Business – Major Corporate Governance Failures in Domestic and MNCs – Whistle-blowing and Corporate Governance.

UNIT 3:

Public Policies: The Role of Public Policies in Governing Business – Classification and Levels of Public Policy – Public Private Partnerships – Government Regulations in Business – Environmental Concerns and Corporations – Laws Governing Environment – New Industrial Policy, 2015 – India’s Competitiveness in the World Economy.

UNIT 4:

Business Ethics: Concept and Definition of Business Ethics – Importance of Ethics, Values and Morals for Business Success – Evolution of Business Ethics – Ethical Theories and Approaches – Unethical Issues in Business – Ethical Dilemmas and Decision Making – Managing Ethical Organizations.

UNIT 5:

Corporate Social Responsibility: From Social Responsibility to Shared Value into Social Progress – Types and Nature of Social Responsibilities – Arguments for and Against CSR – CSR Principles and Strategies – Models of CSR – Best Practices of CSR – CSR in Indian Perspective – Movement from CSR to Shared Value and Beyond the Thinking of Social Progress.

PRACTICAL COMPONENTS:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in unit 1.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

REFERENCE BOOKS:

1. Douglas E. Geer, *Business, Government and Society*, 3rd Edition, Prentice Hall.
2. John Steiner and George Steiner, *Business, Government and Society: A Managerial Perspective*, TMH.
3. AC Fernando, *Business Ethics: An Indian Perspective*, Pearson publications, 2009.
4. Boatright, *Ethics and the conduct of Business*, fifth edition, Pearson publications, 2007
5. M. Friedman, *The social responsibility of business is to increase its profits*, New York Times Magazine, Sept 13, 1970
6. Manual G Velasquez, *Business Ethics: Concepts & Cases*, sixth edition, PHI publications, 2010.
7. K.Aswathappa, *Essentials of Business Environment*, Himalya Publishing House. Page 14 of 56
8. Justin Paul, *Business Environment*, Tata McGraw Hill.
9. Francis Cherunilam, *Business Environment – Text and Cases*, Himalya Publishing
10. Recent Economic Survey Reports – Government of India
11. Praveen B Malla, *Corporate Governance: Concept, Evolution and India Story*, Routledge.
12. Bob Tricker, *Corporate Governance: Principles, Policies and Practices*, Oxford University Press.
13. Mathur, *Corporate Governance and Business Ethics*, Macmillan India Ltd.

Subject Code :	MBA 105	I A Marks	40
No. of Lecture Hours / Week	04	End Exam Marks	60
Total Number of Lecture Hours	56	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the semester, student should able to:

- Understand communication skills and sensitize them to their potential to become successful managers
- Explain the various types of communication in Business Organizations. f
- To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public
- Identify the role of communication conflict in intercultural relationships.

UNIT-1:

Introduction: Definition, Role, Purpose & Classification of Communication – Communication Process – Characteristics of Successful Communication – Importance of Communication in Business Organizations – Communication barriers – Communication Structure in Organization – Communication in Conflict Resolution – Communication in Crisis – Communication in a Cross-cultural and Multi cultural Setting.

UNIT 2:

Inter & Intrapersonal and Oral & Nonverbal Communication – Interpersonal Communication Models – Intrapersonal Communication Models – Principles of Successful Oral communication – Barriers to Oral Communication – Types of Managerial Speeches– Principles of Nonverbal Communication – Group Communication: Meetings and Group Discussions.

UNIT 3:

Managerial Writing & Business Correspondence – Purpose of Writing – Clarity in Writing – Principles of Effective Writing – The Seven Cs of Effective Written Communication – Applying the Three Step Writing Process – Planning and Writing Business Reports and Proposals – The Process of Preparing Effective Business Correspondence – The Organization and Composition of Business Messages – Principles of Effective Presentations.

UNIT 4:

Media Management & Meeting Documentation: Press Release, Press Conference & Media Interviews – Notice, Agenda, and Resolution & Minutes – Designing & Delivering Business Presentations – Advanced Visual Support for Managers – Communication and Negotiation – Negotiation Process – Negotiation Strategies.

UNIT 5:

Communication Networks & Employment Communication: Technology-enabled Communication – Communication Networks: Intranet, Internet, e-mails, SMS, Teleconferencing, Videoconferencing, Blogs and Social Media – Composing Application Messages: Writing CVs & Resumes – Interview skills – Listening Skills.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking
- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern.

REFERENCE BOOKS:

1. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
2. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, *Organizational Communication – The Keystone to Managerial Effectiveness*, New York: McGraw-Hill.
3. Lesikar & Flatley., *Basic Business Communication – Skills for Empowering the Internet Generation*. 9th Edition, McGraw-Hill.
4. Monippally, M M., *Business Communication Strategies*, Mc Graw-Hill.
5. K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, *Business Communication*, MacMillan India Ltd., 2007.
6. Shirley Taylor, *Communication for Business*, Pearson Education.
7. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
8. Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, *Effective Business Communication*, The McGraw-Hill Company, New Delhi.

MBA106: ACCOUNTING FOR MANAGERS

Subject Code :	MBA 106	I A Marks	40
No. of Lecture Hours / Week	04	End Exam Marks	60
Total Number of Lecture Hours	56	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the semester, student should know how to:

- Explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.
- Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
- Explain and Use the financial reporting and auditing procedures.
- Explain and use various cost management techniques.

UNIT 1:

Introduction to Financial, Cost and Management Accounting: Basic Accounting Concepts and Conventions – Accounting Records and Systems – Journal – Ledger – Trial Balance – Construction of Profit & Loss Account and Balance Sheet.

UNIT 2:

Understanding Financial Statement: Construction and Analysis of Profit and Loss Account – Accounting for Liabilities – Financial Statement Analysis – Construction and Analysis of Funds Flow Statement, and Cash Flow Statement.

UNIT 3:

Accounting for Capital Issues: Accounting for Issue, Allotment and Forfeiture of Shares, Accounting for Debentures Issues – Conversion – Accounting Procedures for Declaring and Distributing Dividends.

UNIT 4:

Financial Reporting and Auditing: Legal requirements relating to Accounting Disclosure – IFRS – Board’s Report, Legal Requirements relating to Auditing (Brief) – Internal Controls, Accounting for Cash and Ethics – Forensic Accounting, Window Dressing – Sustainability Reporting.

UNIT 5:

Cost Management: Understanding and Classifying Costs – Cost Behavior – Planning for profit and Cost control – Cost Management Process – Cost Management Techniques – Marginal Costing – Cost-Volume-Profit Analysis – Performance Evaluation.

(Case Study/ Problem from either Unit-2, 3 or unit-5 only)

PRACTICAL COMPONENTS:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally)
- Identify the sustainability report of a company and study the contents.
- Collecting audit reports of the companies and analyze them using different auditing techniques.

REFERENCE BOOKS:

1. Anthony, Robert N and James Reece, *Accounting Principles*, All India Traveler Book Seller, ND.
2. Horngren, Charles T., *Introduction to Management Accounting*, PHI, NJ.
3. Maheswari SNN, *Management Accounting and Financial Control*, Mahavir Book Depot.
4. Noore Carl L and Robert K. Joedicke, *Managerial Accounting*, South Western Pub. Co.
5. Rober S. Kaplan and Anthony A. Atkinson, *Advanced Management Accounting* (PHI), New Delhi.
6. Jack L. Smith, Robert M. Keith and William L. Stephens, *Managerial Accounting*, McGraw Hill.
7. Bhatatosh Banarjee, *Financial Policy and Management Accounting*, The World Press.
8. I.M.Pandey, *Management Accounting*, Vikas Publishing House.
9. Marriot, *Introduction of Accounting*, Sage Response Books.
10. Jasmine Kaur, *IFRS: A Practical approach*, McGraw Hill.
11. Ashish K Bhattacharya, *Introduction to Financial Statement Analysis*, Elsevier India.
12. Raman B. S, *Financial Accounting*, Vol I & Vol II, 1/e, United Publishers, 2009.
13. Gary A. Porter & Curtis L. Norton, *Financial Accounting (IFRS update)*, 6/e, Cengage Learning.

MBA107: BUSINESS COMMUNICATION LAB

Subject Code :	MBA 107	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	30	Exam Hours	1 ½

Course Objectives:

- To acquaint students with fundamentals of communication and help them to transform their communication abilities.
- To help students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one to one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, reports, advertising, and maintaining one's poise in public and in private.
- To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

UNIT-1

Introduction to Managerial Communication: Principles of Effective Communication – Target Group Profile – Barriers of Communication – Reading skills – Listening Skills – Legal and Ethical Issues in Business Communication.

UNIT-2

Principles of Nonverbal Communication: Professional Dressing and Body Language – Role Playing – Debates – Managerial Speeches: Types of Managerial Speeches.

UNIT-3:

Group Communications: Meetings and Group Discussions – Addressing Board Meetings and Annual General Body Meetings –, working with Teams & Groups – Group Decision Making.

UNIT-4:

Managerial Writing: Business Letters, Routine Letters, Persuasion Letters, Sales Letters, and Business Proposal Writing – Internal Communication through notices, circular, memos, agenda and Minutes – Press Release and Press Notes.

UNIT-5

Effective Presentation and Interview Skills: Principles of Effective Communication – Mastering the art of giving interviews in selection or Placement – Appraisal Interviews – Exit Interviews – Web/Video Conferencing and Tele-meeting.

REFERENCE BOOKS:

1. "Effective Group Discussion: Theory and Practice" by Gloria J. Galanes, Katherine Adams, John K. Brillhart.
2. "Effective Presentation", 3rd Edition by Ros Jay, Antony Jay published by Pearson.
3. "Effective Presentation Skills" (A Fifty-Minute Series Book) by Steve Mandel.
4. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India.
5. Spoken English by V Sasikumar and PV Dhamija; Tata McGraw Hill
6. Developing Communication Skills by Krishna Mohan and MeeraBanerji; MacMillan India Ltd.
7. Murphy, Herta A., Herbert W. Hildebrandt & Jane P Thomas, Effective Business Communication, Tata McGraw Hill, New Delhi.
8. Konera, Arun, Professional Communication, Tata McGraw Hill, New Delhi.
9. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi.
10. Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press, New Delhi.

MBA108: PERSONALITY DEVELOPMENT LAB

Subject Code :	MBA 108	I A Marks	50
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No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	30	Exam Hours	1 ½

Course Objectives:

- To develop orientation towards business etiquettes and the proper etiquette practice for different business scenarios.
- To learn the etiquette requirements for meeting, telephone, entertaining, internet business interaction scenarios.
- To minimize nervousness in social situations.

UNIT-1:

Introduction to Personality: Concept, Meaning and Definition of Personality – Physical Appearance and Body Language – Voice Modulation and Diction – Communication styles.

UNIT-2:

Business Style and Professional Image: Dress Code – Guidelines for Appropriate Business Attire – Multi-cultural Dressing – Personal Grooming for Success – Business Etiquettes, Media Etiquettes, and Table Etiquettes.

UNIT-3

Impression Management: Impression Formation – Tactics – Self presentational Motive – Compass Qualities – Toxic Traits – Social Context: Norms and Roles – Powerful Persuasion Strategies.

UNIT-4:

Interpersonal Relations & Conflict Management: Analysis of different Ego States – Analysis of Transactions – Causes of Conflicts – Conflicts Resolution and Management.

UNIT-5

Stress and Time Management: Causes of Stress, Types of Stress – Coping with Stress and stress Management Techniques – Time as a Resource – Individual Time Management Styles – Better Time Management Techniques.

REFERENCE BOOKS:

1. Mitra Barun, *Personality Development and Soft Skills*, Oxford University Press.
2. E.H. McGrath, *Basic Managerial Skills for all*, Prentice Hall.