

## Diploma in Management

**MSP 10**

### **MANAGEMENT FUNCTIONS & BEHAVIOUR**

#### **BLOCK I**

Evaluation of Management Theory – Scientific, classical theory – Behavioural school – Hawthorne experiments – Systems Approach – Management roles – Management skills – Management functions.

Planning – Process – Organisation structure and design – Departmentation Delegation and Decentralisation – Decision making – Importance, process and techniques.

#### **BLOCK II**

Staffing – Recruitment, Selection and training – Communication – Process – Barriers and breakdown in communication – Electronic media in communication – Coordination – Control process – Control techniques and Information technology.

#### **BLOCK III**

Individual behaviour – Implications – Perception and learning – Motivation – theories and applications – Monetary and non-monetary rewards – Attitudes – Theories of attitudes – Job satisfaction and its effect on employee performance – Personality – Determinants – Theories.

#### **BLOCK IV**

Group behaviour – Group dynamics – Leadership – Theories and styles – Conflict and negotiation – Organisation culture – Organisation effectiveness.

#### **BLOCK V**

Organisation change – Manager as a change agent – Organisation Development – O.D. interventions – Organisation Behaviour in global scenario – Future trends in Organisation Behaviour.

#### **REFERENCES**

- |                          |   |                             |
|--------------------------|---|-----------------------------|
| Principles of Management | - | Koontz O Donnell            |
| Essentials of Management | - | Koontz O Donnell & Weihrich |
| Management               | - | Stoner, Freeman & Gilbert   |
| Management               | - | Robins, Coulter             |
| Organisational Behaviour | - | Stefen. P. Robbins          |
| Organisational Behaviour | - | Fred Luthans                |
| Organisational Behaviour | - | Newstrong & Keith Davis     |
| Organisational Behaviour | - | K. Aswathappa               |

**BLOCK-I**

Managerial Economics – Meaning, Nature and Scope – Managerial Economics and Business decision making – Role of Managerial Economist – Demand Analysis – Fundamental Concepts of Managerial Economics – Meaning, Determinants and Types of Demand – Elasticity of demand – Demand forecasting and forecasting methods.

**BLOCK-II**

Supply: Meaning and determinants – production function – Isoquants – Expansion path Cobb – Douglas function – Cost concepts – Cost – output relationship – Economies and diseconomies of scale – Cost functions.

**BLOCK-III**

Market Structure – Various forms – Equilibrium of a firm – Perfect competition – Monopolistic competition – Oligopolistic competition – Pricing of products under different market structures – Methods of pricing – Factors affecting pricing decision – Differential pricing – Government Intervention and pricing.

**BLOCK-IV**

The concept of profit: Profit planning, control and measurement of profits. Profit maximisation – Cost volume profit analysis – Investment Analysis.

**BLOCK-V**

National Income – Accounting – Consumption and investment – Business Cycle and unemployment – Inflation and deflation, Balance of Payments – Monetary and Fiscal policies.

**REFERENCES**

Managerial Economics, Text,

- Problems and short cases - M.H. Spenser
- Managerial Economics - Mote & Paul
- Managerial Economics - Maurice Thomas
- Managerial Economics - Joel Dean
- Managerial Economics - Varshney & Maheswari
- Principles of Macro Economics - L. Rangarajan
- Managerial Economics - M.S. Subramaniam

**BLOCK I**

Information system: Managers' view – Concepts of systems and Organisations – Strategic uses of Information Technology.

**BLOCK II**

Computer System Resources: Computer Hardware and Computer Software – File and DBMS – Distributed System – Internet and Office Communications.

**BLOCK III**

Application of Information System to functional Business Areas: Operational Information System – Tactical and Strategic Information System – Decision support system and expert system.

**BLOCK IV**

Planning and development of Information system: Information system planning – System Analysis and design – Alternative application development approaches.

**BLOCK V**

Management of Information systems: Organisation of Information System's and end user computing – Security and ethical issues of Information System's.

**REFERENCES**

- |   |   |   |
|---|---|---|
| Principles of Management Information System | – | G.M. Scott                                |
| Management Information System               | – | David & Alsol                             |
| Information System for Modern Management    | – | Mardick & Ross                            |
| Management Information System               | – | Gordon.B.Davis<br>&Margerethe<br>H. Alsol |
| Management Information System               | – | James O. Brien                            |
| Management Information System               | – | Luces                                     |

**BLOCK I**

Marketing – Meaning – functions – Approaches to the study of marketing – Marketing segmentation – Systems approach – Features of industrial, consumer and services marketing – Marketing information system.

**BLOCK II**

Marketing environment – External factors – Demographic factors – Internal factors – Marketing mix – 4ps' in marketing.

Industrial Buyer Behaviour – Nature of Industrial Buying – Objectives in Organizational Buying – Product Analysis for identifying information needs of key influencers – Interpersonal dynamics of Industrial buying behaviour - Psychological Factors on decision making – Conflict and Resolution in Joint Decision Making – Supplier Choice and Evaluation. Marketing Research: Meaning - Objectives – Procedures

**BLOCK III**

Product Management – New Product –Meaning –Product mix product planning and Development – Product policies – product line decisions – product positioning and targeting –managing product life cycle product failures –branding and packaging.

Pricing –Meaning-Pricing factors – Objectives and policies – pricing methods and Procedure.

**BLOCK IV**

Physical Distribution Mix: Distribution channel policy –Choice of channel – Channel Management –Conflict and cooperation in channels – Middlemen functions - Logistics Promotion Mix decision –Advertising role – Budgeting copywriting, media selection measuring Advertising effectiveness – Sales promotion tools and techniques, personal selling –salesman qualities –sales force determination – determining sales territory, fixing sales quota and target, public relations on role and methods.

**BLOCK V**

Services Marketing – Concept, distinctive features – Positioning in services marketing – Pricing issues in services marketing – Advertising & Sales Promotion management in services marketing – Relationship Building with customers – Application of services marketing - Marketing of shipping services, port services.

**REFERENCES**

Principles of Marketing	-	Philip Kotler & Gany Armstrong
Fundamentals of Marketing	-	William J. Stanton
Marketing	-	V.S. Ramasamy & Namakumar
Marketing Management	-	Philip Kotler
Marketing Management	-	Marvin A. Jolson
Fundamentals of Marketing	-	Cundiff, Still & Govani

**BLOCK I**

Finance functions – Its Nature and Scope-Relationship with other functions- Role of Financial Management – Profit vs. Wealth- Time value of money concept- Indian financial system- Sources of long term finance-Equity Shares, Preference shares, Debentures, borrowing from lending institutions- short term financing through money market, Gilt edged securities- International sources of Financial Instruments.

**BLOCK II**

Capital budgeting- Concept- Significance- Methods of appraisal- Pay back method, Average return, Net present value, Internal rate of return, decision Tree, Stimulation, Sensitivity analysis and CAPM methods- Capital rationing- Simple Problems.

**BLOCK III**

Cost of Capital- Significance-Concept-Cost of debt, Equity, Preference share Capital, Retained earnings, Weighted average cost of Capital- EBIT- EPS analysis- Operating leverage- Financial leverage-Combined leverage.

**BLOCK IV**

Capital Structure- Determinants-Optimal Capital Structure- Capital Structure theories- Net income approach- Net operating income approach - MM approach – Dividend policies- Types – Dividend theories - Valuation under Gordon and Walther Theory - Dividend irrelevance - MM theory - Factors affecting dividend decisions.

**BLOCK V**

Working Capital Management-Definition -Types-Working Capital for Policies - Factors affecting working Capital requirements - Management of cash – optimum level of cash - stochastic models, Miller and Orr model- Management of receivables - Print policies, Period, Terms - Collection Policies-Inventory Management-Inventory Level- Inventory Management Techniques.

**REFERENCES**

Financial Management - I.M. Pande  
Financial Management - Khan & Jain  
Financial Management & Policy - James Wanhorne  
Financial Management - Prasanna Chandra  
Financial Management & Policy - V.K. Bhalla  
Financial Management - S.N. Maheswari  
Financial Management - Kulkarni & Sathya Prasad

**BLOCK I**

Human Resource Management: Meaning, Nature, Objectives, Scope and Functions the Philosophy and Policy of the HRM - Department Structure and Functions – Managerial and Operating Functions – HRM as a Profession –Environmental Influence of HRM.

**BLOCK II**

Human Resource Planning: Manpower Planning – Strategy consideration of Planning –Job Analysis – Job Specification – Job Description – Approaches to Job Design – Job Simplifications – Job Enlargement – Job Rotation – Job Enrichment – Absenteeism and Labour Turnover.

Recruitment & Selection: Recruitment Policy - Problems - Source of Recruitment – Recruitment Practices in India – Selection – Placement and Induction –Promotions and Transfers – Demotions and Separations.

**BLOCK III**

Training & Development: Training – Need and Importance – Steps in Training Programme – Evaluation of Training Programmes – Concept of Management Development Programme – Techniques of Training and Development – Group Discussion- Conferences and Seminar – Case Studies – Role Playing – Business Games – Sensitivity Training – Stages of Career Development.

**BLOCK IV**

Wage & Salary Administration: Compensation Plan – Job Evaluation – Individual – Group – Incentives – Bonus – Fringe Benefits – Performance Appraisal – Meaning - Need and Importance – Objectives – Methods and Modern Techniques of Performance Appraisal – Requisite of Good Appraisal Plan – Problems in Performance Appraisal.

**BLOCK V**

Quality of working life – Issues in Quality of Working life – Obstacles in QWL – Quality Circles –Management By Objectives.

Trade Union – Structure, Objectives, Policies, Growth of Trade Union in India – Joint Consultation and Employee Participation in Management – Collective Bargaining - Case Studies.

**REFERENCES**

- |  |   |                 |
|--|---|-----------------|
| Personnel Management                   | - | E.B. Flippo     |
| Personnel Management                   | - | C.B. Memoria    |
| Personnel Management & Human Resources | - | C.K. Srivatsava |