

SYLLABUS
(With effect from 2016-2017)

ಪಠ್ಯಕ್ರಮ

ಶೈಕ್ಷಣಿಕ ವರ್ಷ ೨೦೧೬-೨೦೧೭ ರಿಂದ

MBA

**MASTER OF BUSINESS
ADMINISTRATION**



Visvesvaraya Technological University

"Jnana Sangama", Belgaum - 590 018, Karnataka.

ವಿಶ್ವೇಶ್ವರಯ್ಯ ತಾಂತ್ರಿಕ ವಿಶ್ವವಿದ್ಯಾಲಯ

"ಜ್ಞಾನ ಸಂಗಮ", ಬೆಳಗಾವಿ ೫೯೦ ೦೧೮, ಕರ್ನಾಟಕ

SEMESTER I

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Subject Code	: 16MBA11	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
- To make students knowledgeable of historical development, theoretical aspects and practice applications of managerial process
- To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self
- To make students aware of Individual behavior in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves

Course Outcomes:

At the end of the course students are able to:

- Comprehend & correlate all the management activities which are happening around them with fundamental concepts and principles of management.
- Get an overview of management, theory of management and practical applications of the same.
- Effectively use their individual skill to work in groups to achieve organizational goals and ability to lead groups/teams.

- Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.

Part A - Principles of Management

Unit 1:

(8 Hours)

Introduction: Management: Introduction, Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management, Recent trends in management.

Unit 2:

(12 Hours)

Planning and Organizing:

Planning: Nature of Planning, Planning Process, Objectives, MBO, Strategies, level of strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making, Types of decisions, Techniques in decision-making.

Organizing: Organization structure, Formal and informal organizations, Principles of organizations-chain of command, span of control, delegation, decentralization, and empowerment. Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations.

Unit 3:

(5 Hours)

Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

RECOMMENDED BOOKS

- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSP Rao, Excel Books
- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010

- Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.

REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.

Part B - Organizational Behaviour

Unit 4:

(6 hours)

Introduction: Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.

Unit 5:

(15 Hours)

Foundations of Individual Behaviour: Individual behaviour: Foundations of individual behaviour. Ability: Intellectual abilities, Physical ability, the role of disabilities.

Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.

Attitude: Formation, components of attitudes, relation between attitude and behaviour.

Perception: Process of perception, factors influencing perception, link between perception and individual decision-making.

Unit 6:

(10 Hours)

Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories.


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MANAGERIAL COMMUNICATION

Subject Code	: 16MBA16	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objective:

To enhance students communication skills through verbal, non-verbal, correspondence, presentations, interviews and negotiation.

Course Outcomes:

At the end of the course students are able to:

- Describe and develop written and oral communication.
- Independently prepare business letters and reports.
- Exhibit, develop and apply negotiation strategies.
- Gain exposure to media management and demonstrate the skill in analyzing business situation.

Unit 1:

(10 Hours)

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation - Communication in a cross-cultural setting

Unit 2:

(8 Hours)

Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication.

Modes of Oral Communication - Listening as a Communication Skill,
Non-verbal communication

Unit 3: (8 Hours)

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.

Unit 4: (12 Hours)

Business Letters and Reports: Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation - Writing memos

Media Management: The press release – Press conference – Media interviews

Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings.

Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Unit 5: (10 Hours)

Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for managers.

Case Methods of learning: Understanding the case method of learning.

Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies.

Unit 6: (8 Hours)

Employment communication: Introduction – Composing Application Messages - Writing CVs – Group discussions – Interview skills

Impact of Technological Advancement on Business Communication

– Technology-enabled Communication-Communication networks–
Intranet–Internet–E-mails–SMS– teleconferencing – videoconferencing

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.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty

RECOMMENDED BOOKS:

- Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
- Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
- Business Communication – Renuka Murthy T P and YathishChandra M S, HPH.
- Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
- Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.
- BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e, 2012
- Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

REFERENCE BOOKS:

- Effective Technical Communication - Ashraf Rizvi M, TMH, 2005.


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- Business Communication - Sehgal M. K & Khetrapal V, Excel Books.
- Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.
- Basic Business Communication – Raj Kumar, Excel Books, 2010.



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