

**CERTIFICATE IN MANAGEMENT**  
**1. SCHEME OF EXMAINATIONS**

PAPER	SUBJECTS	CREDIT	MAX MARKS		TOTAL
			INT	EXT	
Paper - I	Management Principles and Business Ethics	4	25	75	100
Paper - II	Organisational Behaviour	4	25	75	100
Paper - III	Accounting for Manager	4	25	75	100
Paper - IV	Managerial Economics	4	25	75	100
Paper - V	Innovation and Entrepreneurship	4	25	75	100

**2. SYLLABUS**

**PAPER-I MANAGEMENT PRINCIPLES AND BUSINESS ETHICS**

**UNIT - I**

Introduction: Nature of Management – **Management Skills** - The Evolution of Management Thought – Tasks of a Professional Manager – **Manager – Organisational Culture - Environment** – Systems Approach to Management – Levels in Management

**UNIT - II**

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). **Strategic Management Process** Decision Making Process and Techniques.

**UNIT – III**

Nature of Organizing : Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - **Managing Change and Innovation.**

**UNIT – IV**

Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE) – **Leadership – Approaches to Leadership and Communication.**

## **UNIT – V**

**Business Ethics:** Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - **Business Ethics and - CSR Models.**

### **Reference Books**

1. Certo, S C. and Certo, T, Modern Management, 12<sup>th</sup> Edition, Prentice Hall, January 2011.
2. Griffin, R. W., Management, 11<sup>th</sup> Edition, South-Western College Publication, January 2012.
3. Koontz, H. and Wehrich, H., Essentials of Management: An International Perspective, 8<sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2009.
4. Mukherjee, K., Principles of Management, 2<sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
5. Robbins, S and Coulter, M, 11<sup>th</sup> Edition, Management, Prentice Hall, January 2011.
6. Scherhorn, J.R., Management, 11<sup>th</sup> Edition, Wiley, July 2012.

## PAPER –II ORGANISATIONAL BEHAVIOUR

### UNIT - I

Introduction to Organisational Behaviour: Historical background of OB - Concept Relevance of OB - Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory - social theory-

### UNIT - II

Individual Difference - Personality - concept and determinants of personality - theories of personality - type of theories - trait theory - psycho analytic theory - social learning theory - Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality - Job fit. Perception: Meaning Process - Factors influencing perception - Attribution theory

Learning: Classical, Operant and Social Cognitive Approaches - Managerial implications. Attitudes and Values:- Components, Attitude - Behaviour relationship, formation, values.

Motivation: Early Theories of Motivation - Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation - Self - Determination theory, Job Engagement, Goal Setting theory, Self - efficacy theory, Re - inforcement theory, Equity theory, Expectancy theory.

### UNIT - III

Group Dynamics - Foundations of Group Behaviour - Group and Team - Stages of Group Development-Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication - Communication Process - Barriers to Communication - Guidelines for Effective Communication

### UNIT - IV

Leadership - Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power - Political Behaviour in Organisations - Managing Politics.

Conflict and Negotiation: Sources and Types of Conflict - Negotiation Strategies - Negotiation Process

### UNIT - V

Organisational Culture : Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices.

### **Reference Books**

1. Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Organisational Behaviour, 15<sup>th</sup> Edition, Pearson Education, Inc. publishing as Prentice Hall, 2013.
2. K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 10<sup>th</sup> Edition, 2012.
3. Luthans, F. Organizational Behavior, 12<sup>th</sup> Edition, Tata McGraw Hill Education, 2011.
4. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior: Leading Human Resources, 9<sup>th</sup> Edition, PHI Learning, 2008.
6. Newstrom, J.W., Organizational Behavior, 12<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

## PAPER – III ACCOUNTING FOR MANAGER

### Unit I

Financial Accounting – Meaning – Objectives – functions. Branches of Accounting: Financial, Cost and Management Accounting – Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)

### UNIT II

Financial Statement Analysis – Objectives – Techniques of Financial Statement Analysis: Accounting Ratios- Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio – problems.

Fund Flow Statement – Statement of Changes in Working Capital – Preparation of Fund Flow Statement – Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problems

### UNIT – III

Marginal Costing – Definition – distinction between marginal costing and absorption costing – Break even point Analysis – Contribution, p/v Ratio, margin of safety – Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems.

### UNIT – IV

Budget, Budgeting, and Budgeting Control – Types of Budgets – Preparation of Flexible and fixed Budgets, master budget and Cash Budget – Problems -Zero Base Budgeting. Standard costing and variance analysis.

### UNIT – V

Cost Accounting : meaning – Objectives – Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making.

### Reference Books

1. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 4<sup>th</sup> Edition, Pearson, 2012.
2. Khan, M.Y. and Jain, P.K., Management Accounting: Text , Problems and Cases, 5<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.

3. Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14<sup>th</sup> Edition, Pearson, 2008.
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Rustagi, R. P., Management Accounting, 2<sup>nd</sup> Edition, Taxmann Allied Services Pvt. Ltd, 2011.

## PAPER- IV MANAGERIAL ECONOMICS

### **Unit 1 : Fundamentals of Economics**

Economics-twin theme of economics- three economic problems -production possibility frontier (PPF)- Firm objectives and individual decision making- Economy model in circular flow- Externalities-Demand & Supply- Types of demand -Determinants of Demand & Supply – Types of goods- types of elasticity in D & S, Utility, Indifference curve, market equilibrium of D & S- price control mechanisms -Case study.

### **Unit 2 : Production function and Market structure**

Production function-short and long run relationship- Isoquants-Isocost-Returns to scale – Characteristics of Monopoly, Perfect, Monopolistic competition, Oligopoly market structure- Profit maximization, price and output relationship in long run and short run- types of pricing- Case study.

### **Unit 3: Macro economics**

Objectives, scope of Macroeconomics-Aggregate demand – Aggregate supply – Variables of macroeconomics- output & Income determination, – unemployment -inflation, Economic growth, International trade, Business cycle, Exchange rate -National income determination and its measurement – Multiplier effect- Case study.

### **Unit 4 : Role of Money and Economic policy**

Fiscal and monetary policy – Supply & Demand for money- Keynesian theory of money and interest -IS-LM model with foreign sector- Case study.

### **Unit 5 : International Aspects of Economics**

Foreign Exchange market – Exchange rate determination -Balance of payment-Trade policy – International monetary system and Financial institutions- trade organization- Hecksher-Ohlin theory of trade- Case study.

#### **References:**

1. Foundation of Economics, Andrew Gillespie, Oxford University press.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.
6. International Economics: Theory and Policy, D. N Dwivedi, Vikas publishing house.

## **PAPER – V INNOVATION AND ENTREPRENEURSHIP**

### **UNIT I**

Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

### **UNIT II**

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

### **UNIT III**

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities.

Feasibility Analysis: Technical Feasibility of Products and Services - Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

### **UNIT IV**

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.

### **UNIT V**

Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

### **Reference Books**

1. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3<sup>rd</sup> Edition, Pearson, 2011.
2. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2<sup>nd</sup> Edition, John Wiley & Sons, 2011.
3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
4. Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
5. Roy, R., Entrepreneurship, 2<sup>nd</sup> Edition, Oxford University Press, 2011.
6. Stokes, D., and Wilson, N., Small Business Management and Entrepreneurship, 6<sup>th</sup> Edition, Cengage Learning, 2010.

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