

Institute of Management Studies
Devi Ahilya Vishwavidyalaya
MBA (eCommerce 2 Years) Semester 1
Syllabus
2023-2025

S. No.	CODE	COURSE NAME	CREDITS
SEMESTER I			
1.	MS5F-701	Management Principles and Practices	3
2.	MS5F-703	Organizational Behaviour	3
3.	MS5F-705	IT and e-Commerce Fundamentals	3
4.	MS5F-707	Quantitative Techniques	3
5.	MS5F-709	Marketing Management	3
6.	MS5F-711	Business Ethics and Management by Indian Values	3
7.	MS5F-713	Accounting for Managers	3
8.	MS5F-715	Managerial Communication	3
9.	MS5F-751	Comprehensive Viva-Voce	3

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (e-Commerce 2 Years) Semester I			
Subject Name	Management Principles and Practices	Subject Code	MS5F-701
		Total Credits	03
Subject Nature: COMPULSORY			
Course Objective:			
<ol style="list-style-type: none"> 1. To expose the students to basic concepts of management. 2. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management. 3. To highlight professional challenges that manager's face in various organization. 			
Learning Outcome:			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> 1. Interpolate various managerial skills, roles, functions and levels. 2. Acquire the knowledge of Management Process, theories and structure. 3. Engage in management functions: Planning, organizing, staffing, directing and controlling 4. Explore role of IT in management functioning. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: - One case / case let is to be discussed in each unit.			
Course Contents			
Unit -1 Concept of Management	1.1 Nature and Purpose of Management 1.2 Managing: Science or Art? 1.3 The Evolution of Management Thoughts 1.4 The Function of Manager: Planning, Organizing, Staffing, Leading and controlling. 1.5 Theories: Classical, Human relations and Contingency 1.6 System approach to Management Process.		

<p>Unit-2 Planning and Strategies</p>	<p>2.1 Nature and Purpose of Planning 2.2 Planning process, Principles of Planning 2.3 Types, Advantages, Limitations and Steps in Planning 2.4 Objectives, Management by Objectives. 2.5 Strategies, Policies and Planning Premises 2.6 Strategic Planning Process (TOWS Matrix, Porters Generic Competency) 2.7 Forecasting 2.8 Decision Making, Models, Managerial decision-making process</p>
<p>Unit-3 Organizing</p>	<p>3.1 Nature, Purpose and Principles of Organizing 3.2 Formal and Informal Organization, Organization Levels and the Span of</p>
	<p>Management. 3.3 Structure and Process of Organization. 3.4 Departmentation 3.5 Line and Staff Authority, Conflict 3.6 Decentralization of Authority and Methods 3.7 Delegation of Authority and Kinds 3.8 Organization Charts.</p>
<p>Unit- 4 Directing and Staffing</p>	<p>4.1 Concept, Importance and elements of Directing 4.2 Direction Process, Principles of effective direction 4.3 Definition of Staffing, an overview of Staffing Function, 4.4 Knowledge worker</p>
<p>Unit-5 Controlling</p>	<p>5.1 Concept and Process of Control, Control Techniques 5.2 Human Aspects of Control, Control as a Feedback System 5.3 Profit and Loss Control, Control Through Return on Investment 5.4 Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices, 5.5 The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool</p>
<p>Unit-6 Contemporary Management Issues and its Challenges</p>	<p>6.1 Cross cultural issues in management-Diversity and the new work force. 6.2 New ways of managing the workforce-Neuro managing, Globalization and its complexity 6.3 Service economy, Management communication and technology, Knowledge management and knowledge economy.</p>

Learning Resources:**Text Books:**

- 1.1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India
- 2.2. Harold Koontz, Heinz Wehrich and Mark V Cannice, 'Management -A global perspective
- 3.3. P.Subba Rao, Principles of Management, Himalaya Publishing
- 4.4. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill
- 5.5. K.Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001.
- 6.6. Sridharan Bhat, Management and Behavioural Process, Text and Cases, Himalaya Publishers
- 7.7. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (e-Commerce 2 Years) Semester I			
Subject Name	ORGANIZATIONAL BEHAVIOUR	Subject Code	MS5A-703
		Total Credits	03
Subject Nature: COMPULSORY			
Course Objective:			
Objective of this course is to help students to understand Human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.			
Learning Outcome:			
At the end of the course learners will be able to;			
1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of OB.			
2. Demonstrate competence in development and problem solving in the area of management.			
3. Analyze the key issues related to administrating the human elements such as Perception, Learning, Motivation, Leadership, Team Building and others.			
4. Know the meaning of terminology and tools used in managing employees effectively.			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case / case let to be discussed in each Unit			
Course Contents			Hours
UNIT –I Introduction	1.1 Definition, concept, need and importance of OB 1.2 Nature and scope of OB 1.3 OB models		04

Unit-2 The Individual Behaviour	2.1 Personality: Determinants and attributes 2.2 Perception: Factors influencing perception, process, Attribution theory 2.3 Learning: Concept, Theories of learning 2.4 Attitude: Concept and types, cognitive dissonance theory	08
Unit-3 Motivation	3.1 Definition, concept and theories of motivation - Maslow's Hierarchy of Needs, Herzberg's Two Factor theory 3.2 ERG theory, Vroom's Expectancy theory, 3.3 Equity theory, Reinforcement theory and Behavior Modification.	05
Unit- 4 Group Behaviour	4.1 Defining and classifying group 4.2 Group development, properties, structure, process 4.3 Group Dynamics: Group think, Group shift 4.4 Teams: Types, creating effective teams	05
Unit -5 Emotional Intelligence and Leadership	5.1 Nature and significance of leadership, leadership in different cultures 5.2 Leadership theories and styles, Trait theories, Behavioral theories: Ohio studies, Michigan studies and managerial grid 5.3 Contingency theories: Fiedler's model, SLT theory, LMX theory Path goal theory 5.4 Emotional Intelligence – Framework 5.5 EI Implications for an individual and managerial effectiveness.	10
Unit-6 Dynamics of OB (Culture, Change, and Stress Management)	6.1 Organizational Change: forces of change, resistance to change Lewin's change management model 6.2 Concept, Relationship of Culture with OB and Levels of organizational culture. Analyzing, managing and changing organizational culture, Implications for managers at national and global levels 6.3 Work stress: Understanding stress, Potential sources consequences and coping strategies	08
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	40

Learning Resources:**Text Reading:** Latest Edition

1. Stephen P. Robbins, Timothy A Judge, Neharika Vohra, "Organizational Behavior", Pearson Education.
2. Nishant Uppal and Sujit Shekhar Maharana, "Contemporary Organizational Behavior", Wiley Publications.
3. Fred Luthans, "Organizational Behavior", New York, McGraw Hill.
4. John W Newstrom: Organizational Behavior, Mc Graw Hill
5. Kavita Singh: Organizational Behaviour Text and Cases, Pearson
6. Margie Parikh Rajen Gupta: Organizational Behaviour, Mc Graw Hill.
7. Udai Pareek, Understanding Organizational Behaviour, Oxford Higher Education.
8. M.N. Mishra, Organizational Behavior, Vikas Publishing House.

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (e-Commerce 2 Years) Semester I			
Subject Name	IT and e-Commerce Fundamentals	Subject Code	MS5F-705
		Total Credits	03
Subject Nature: COMPULSORY			
Course Objective: The objective of this course is to help the student acquire the basics of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.			
Learning Outcome: At the end of the course learners will be able to; 1. Apply Information Technology in business 2. Acquire practical knowledge about MS Word, MS Excel, MS Power point and application and use of Statistical test 3. Use of Management Information System (MIS) at various levels of management			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: - One case / case-let is to be discussed in each unit.			
Course Contents			
UNIT –1 Introduction to Computers	1.1 Software: System and Application Software, Compilers, Interpreters and Assemblers, Number Systems 1.2 Languages: Levels of languages, generation and their features 1.3 Introduction to Operating Systems: Basic Operations, utilities and features.		
Unit-2 Application Software (MSOffice	2.1 MS Word: word basics, formatting text and documents, Introduction to mail merge & macros. 2.2 MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects. 2.3 MS PowerPoint: PowerPoint basics, and important features, creating presentations		
Unit –3 Introduction to eBusiness & eCommerce	3.1 Define E-Commerce and e-Business, 3.2 Define Types of eCommerce transactions. 3.3 Define e-Business Models. 3.4 Internet Marketing and e-Tailing. 3.5 Elements of e-Business Models. 3.6 Explain the benefits and limitations of e-Commerce.		

<p>Unit – 4 e-Marketplaces: Structures, And E-Business applications, E-Procurement and E- Payment Systems: -</p>	<p>4.1 Define e-Marketplace, types, features and their Functions. 4.2 Describe the various types of auctions and list their characteristics. 4.3 Discuss the benefits, limitations and impacts of auctions. 4.4 E-Commerce in the wireless environment. Competition and impact on industry. 4.5 e-Commerce Integration and e-Business applications. 4.6 ERP, e-SCM, CRM, E-Payment. 4.7 E-Procurement definition, processes, methods and benefits. 4.8 Discuss the categories and users of smart cards. 4.9 Describe payment methods in B2B EC.</p>
<p>Unit -5 Security Environment</p>	<p>5.1 Electronic Library & types of digital documents 5.2 Data Warehousing 5.3 Digital Signature 5.4 Client Server Security 5.5 Data & Documents security 5.6 Firewalls 5.7 Introduction to Cloud & Data Mining</p>
<p>Unit-6 Interorganizational Business</p>	<p>6.1 EDI application in business 6.2 EDI: legal, security, standardization 6.3 EDI software implementation 6.4 VANs (value added network) Internet based EDI</p>
<p>Unit – 7 Introduction to Web development, Graphic Designing & Online Marketing Concepts</p>	<p>7.1 Introduction to WordPress 7.2 Introduction to Graphics, Designing software and tools 7.3 Online marketing concepts and strategies 7.4 Online marketing channels</p>

Text Book:

1. Parag Kulkarni & P.K. Chande, IT Strategy for Business, 1st edition Oxford University Press
2. Sinha and Sinha, Computer Fundamentals, BPB Publications
3. R.K. Taxali PC Software for windows Made Simple, Tata McGraw Hills, New Delhi
4. "Learning SQL" By Alan Beaulieu
5. SQL, PL/SQL – The Programming Language of Oracle by Ivan Bayross, BPB Publications
6. Management Information System Obrien, Marakas, Behl 9th Edition
Tata McGraw Hill
7. Management Information Systems W S Jawadekar, 4th Edition Tata McGraw Hill
8. E-Business and E-Commerce Management: Strategy, Implementation and Practice by Dave Chaffey, Financial Times/ Prentice Hall; 5th edition
9. Ravi Kalakotta and Whinston B., "Frontiers of E-Commerce", Addison-Wesley, New Delhi.
Ravi Kalakotta and M. Robinson, "E-Business: Roadmap for Success", Addison-Wesley, New Delhi.
E-COMMERCE: An Indian Perspective by S.J. P.T. Joseph, PHI Learning Pvt. Ltd.; 6th edition

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (e-Commerce 2 Years) Semester I			
Subject Name	Quantitative Techniques	Subject Code	MS5F-707
		Total Credits	03
Subject Nature: COMPULSORY			
Course Objective: To expose the students to the different mathematical and statistical tools used by managers for effective decision making, through real life examples and cases.			
Learning Outcome: At the end of the course learners will be able to; <ol style="list-style-type: none"> 1. Interpret and organize the data to get solutions to managerial issues. 2. Attain mathematical and statistical skills for solving management problems. 3. Apply statistical tools for managerial decision making. 4. Understand the concepts of probability for better understanding of the real-world situations. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: - One case / case-let is to be discussed in each unit.			
Course Contents			

Unit-1 Sets, Functions, and Progressions	1.1. Sets, Functions 1.2 Progressions – Arithmetic and Geometric Progressions
Unit-2 Introduction to Statistics	2.1 Introduction to Statistics: 2.2 Measurement of Central Tendency 2.3 Measurement of Variations 2.4 Skewness and Kurtosis
Unit- 3 Probability Theory and Probability Distributions	3.1 Probability: Concepts 3.2 Additive and Multiplicative Theorem 3.3 Binomial, Poisson and Normal distributions- their characteristics and applications
Unit -4 Correlation & Regression	4.1 Correlation (Karl Pearson's and Spearman's Coefficient), 4.2 Methods of computing simple regression.
Unit – 5 Statistical Decision Theory	5.1 Decision making process 5.2 Decisions under Uncertainty and Decisions under Risk
Unit- 6 Linear Programming	6.1 Meaning of Linear Programming 6.2 General Mathematical Formulation of LPP 6.3 Graphical Analysis 6.4 Advantage and limitations of LPP
Unit-7 Transportation Model and Assignment Problem	7.1 Transportation Problem as a particular case of LPP Mathematical Formulation 7.2 Initial Basic Feasible solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method 7.3 Assignment Model as a particular case of Transportation Model 7.4 Formulation of assignment problems, solution of assignment problems using Hungarian method (Minimization and Maximization)
Unit- 8 Game Theory	8.1 Introduction to Game 8.2 Maximin and Minimax Principles 8.3 Pure and Mixed Strategies 8.4 Rule of Dominance 8.5 Solutions of Games using- Algebraic and Graphical Methods

Text Reading: Latest Editions

1. J.K. Sharma, “**Mathematics for Management and Computer Applications**”, New Delhi, Galgotia Publication,
2. S. Saha, “**Business Mathematics and Quantitative Techniques**”, Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, “**Statistics for Management**”, New Delhi: Prentice Hall of India.
4. S. P. Gupta, “**Statistical Methods**”, New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, “**Statistics: Theory, Methods and Applications**”, New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, VeenaElhance and B. M. Aggrawal, “**Fundamentals of Statistics**”, Allahabad: Kitab Mahal.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (e-Commerce 2 years) semester 1			
SUBJECT NAME	MARKETING MANAGEMENT	SUBJECT CODE	MS5F-709
		TOTAL CREDITS	03
SUBJECT NATURE: COMPULSORY			
<p>Course Objective:</p> <ul style="list-style-type: none"> The objective of the course are to equip the students with the concept and methods of Marketing. The students will be able to plan, design and carry out marketing using the techniques discussed. 			
<p>Learning Outcome:</p> <p>At the end of the course students should be able to;</p> <ol style="list-style-type: none"> Help to get a basic understanding of marketing concepts. Develop skills for marketing. <p>Attain some elementary level of knowledge of sales and marketing.</p>			
<p>Examination scheme:</p> <p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Note: One Case / caselet to be discussed in each Unit			
Course Contents Sessions			
Unit - 1 Marketing Concepts	1.1 Understanding and Defining Marketing 1.2 Customer Value, Satisfaction, Customers Delight, and Loyalty 1.3 Conceptualizing Tasks and Philosophies of Marketing Management, 1.4 Value chain.		
Unit - 2 Marketing Environment, and Research	2.1 Scanning the Marketing Environment. 2.2 Marketing Information System 2.3 Marketing Research Process 2.4 Applications of Marketing Research		
Unit - 3 Consumer Behaviour	3.1 Understanding Consumer Behavior - Concept and Applications 3.2 Factors Influencing Buying Behavior, 3.3 Buying Decision Process		
Unit-4 Market Segmentation, Targeting, Positioning	4.1 Market segmentation 4.2 Levels of market segmentations, 4.3 Patterns, procedures, requirement for effective segmentation, 4.4 Market Targeting 4.5 Developing a positioning strategy.		

Unit - 5 Marketing Strategies	5.1 Developing Marketing Strategies 5.2 Understanding Marketing Mix
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Unit - 6 Product Decisions	6.1 Objectives, 6.2 Product classification, 6.3 Product-Mix, 6.4 Product life cycle strategies
	TOTAL CLASSROOM CONTACT SESSIONS
	40

Learning Resources:

1. Philip Kotler, and Gary Armstrong, " **Principles of Marketing**", Latest Edition, Pearson Education.
2. Philip Kotler, Kelvin Lane Keller, Abraham Koshy, MithileshwarJha "**Marketing Management - A South Asian Perspective**" –New Delhi: Pearson Education.

Reference Books:

1. Willam J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit "**Marketing Concepts and Cases**", Tata Mc Graw Hill.
2. RajanSaxena, **Marketing Management**, , Tata McGraw Hill

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (e-Commerce 2 Years) Semester I			
Subject Name	Business Ethics and Management by Indian Values	Subject Code	MS5F-711
		Total Credits	03
Subject Nature: COMPULSORY			
Course Objectives: <ul style="list-style-type: none"> ● To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. ● To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. ● To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior. 			
Learning Outcomes: At the end of the course learners will be able to; <ol style="list-style-type: none"> 1. Analyze nature and purpose of business ethics and differentiate from corporate social responsibility. 2. Apply various concepts of Indian ethos and apply in business situation and decision making. 3. Apply self-management at work place 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: - One case / case-let is to be discussed in each unit.			
Course Contents			
UNIT –I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of ethics for business 1.3 Ethical Norms and Principles for business		
Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics		
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistle blowing		
Unit- 4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Fivefold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)		

Unit -5 Sources of Indian Ethos and Management	5.1 Representative Sources of Indian Ethos in Management Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion)
	5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales
Unit-6 Values for Indian Managers	6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management 6.4 Work Ethics & Ethics in Work 6.5 Life Goals or Purusharthas, Professionalism and Karma Yoga 6.6 Management of the Self and Workplace Spirituality.
Unit 7 Models of Motivation and Leadership	7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory
Learning Resources: (latest Editions of thr books and material) 1.A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2. Weiss, Business Ethics Concept &Cases, Cengage Learning 3 Velasquez, Business Ethics, Concepts& Cases, PHI 4 Murthy, Business Ethics, Himalaya Publishing House 5 Al Gini, Case Studies in Business Ethics, Pearson Education. 6. Shashtri J.L., Ancient Indian Tradition and Mythology, MotilalBanarsidas, New Delhi 7. F. Max Muller, Sacred Books of East, MotilalBanarsidas, New Delhi 8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (e-Commerce 2 Years) Semester I			
SUBJECT NAME	ACCOUNTING FOR MANAGERS	SUBJECT CODE	MS5A-713
		TOTAL CREDITS	03
SUBJECT NATURE: COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting, Cost Accounting and Management Accounting			
LEARNING OUTCOME: At the end of the course learners will be able to; 1. Practice accounting systems, basics of accounting, accounting books and preparation of trial balance. 2. Apply methods of accounting to analyze business situations and take decision. 3. Illustrate basics of Cost Accounting and management related decision criteria.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.		07
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance, Closing Entries Subsidiary Books, Types of cash Books including Numerical. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), Opening Entries including Numerical.		12
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numerical.		05
Unit- 4 Introduction to Cost Accounting	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, 4.2. Preparation of Cost Sheet and Tender including Practical and Numerical.		08

Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numerical. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numerical.	08
	TOTAL SESSIONS	40
<p>Learning Resources: Text Books: Latest Edition of- R.L. Gupta, and V.K. Gupta, “Principles of Accountancy”, Sultan Chand & Sons. S.N. Maheshwari, “Introduction to Accounting”, Vikas Publishing House, New Delhi. S. N.Maheshwari, “Cost Accounting, Theory and Problems”, Vikas Publications, New Delhi.</p> <p>Reference Books: Latest Edition of- S.P. Iyengar, “Cost Accounting”, Sultan Chand & Sons. Robert N. Anthony and James S. Reece, “Accounting Principles”, A.I.T.B.S. Pub. and Distributions, New Delhi. R.P.Rastogi, “Graded Problems and Solutions in Financial Management”, Galgotia Publication, New Delhi.</p>		

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (e-Commerce 2 Years) Semester I			
Subject Name	Managerial Communication	Subject Code	MS5F-715
		Total Credits	03
Subject Nature: COMPULSORY			
Course Objective: To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities			
Learning Outcome: At the end of the course students should be able to; To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).			
Note: - One case / case-let is to be discussed in each unit.			
Course Contents			
Unit-1 Nature of Business Communication	1.1 Need, importance and purposes of communication in organizations 1.2 Elements and environment of communication 1.3 Models of communication 1.4 Forms and networks of organizational communication 1.5 Types of communication barriers and how to overcome them 1.6 Listening, types of listening and effective listening 1.7 Elements of effective communication		
Unit-2 Non-verbal Communication	2.1 Importance of appearance and how to use it as a tool in communication 2.2 Body language and oculesics 2.3 Paralanguage 2.4 Proxemics 2.5 Chronemics 2.6 Haptics 2.7 Using non-verbal tools (oral and written) to communicate effectively		

<p>Unit-3 Presentations, Interviews, Group Discussions and Business Meetings</p>	<p>3.1 Preparation of content for presentation 3.2 Understanding the audience 3.3 Importance of rehearsals 3.4 Using visual aids in presentations 3.5 Handling questions 3.6 Writing a resume' 3.7 Types of interviews 3.8 Preparation for an interview 3.9 Do's and don'ts during an interview 3.10 Understanding the group in a group discussion 3.11 Do's and don'ts in a group discussion 3.12 Meetings in business and its types 3.13 Notice and agenda 3.14 Minutes of a meeting 3.15 Mannerisms, etiquettes and assertiveness in oral communication</p>
<p>Unit-4 Business Writing</p>	<p>4.1Types of business letters 4.2Structure and format of letters 4.3Memorandums and circulars 4.4. e-mails 4.5 Text messaging 4.6 Report writing 4.7 Importance of written communication 4.8Appropriate tone in business writing</p>
<p>Unit-5 Negotiation Skills</p>	<p>5.1Need for negotiation 5.2Process of negotiation 5.3Barriers to negotiation and how to overcome them</p>
<p>Unit-6 Issues in Communication</p>	<p>6.1Handling diversity (gender, culture, ethnicity, etc.) 6.2Tolerance and acceptance of diversity 6.3Emotional intelligence and its impact on communication 6.4Social intelligence and its impact on communication 6.5Ethics in communication.</p>
<p>Text Reading: Latest Editions M.Raman and P.Singh, Business Communication, latest edition, Oxford University Press, India. William V. Ruch, Business Communication, Maxwell Macmillan, New York. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York. Bill Scott, The Skills of Communication, Jaico, Bombay. Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York. Dalmer Fisher, Communication in Organizations, Jaico Publishing House, India. M. E. Guffy, Essentials of Business Communication, Thomson Publication. Shirley Taylor, Communication for Business, Pearson Education.</p>	