

Adikavi Nannaya University
Rajahmundry
Department of Management Studies
MBA, Syllabus
(With effect from 2016 – 2017)

MBA- COURSE STRUCTURE								
				Intrl	Extrl	Total	Hrs/ Week	Credits
SEMESTER-I								
1	CP	101	Perspectives of Management	25	75	100	4	4
2	CP	102	Accounting for Management	25	75	100	4	4
3	CP	103	Business Environment	25	75	100	4	4
4	CP	104	Managerial Economics	25	75	100	4	4
5	CP	105	Managerial Communication Skills	25	75	100	4	4
6	CP	106	Organisational Behaviour	25	75	100	4	4
7	CP	107	Quantitative Techniques for Management	25	75	100	4	4
SEMESTER-II								
1	CP	201	Marketing Management	25	75	100	4	4
2	CP	202	Financial Management	25	75	100	4	4
3	CP	203	Human Resource Management	25	75	100	4	4
4	CP	204	Operations Management	25	75	100	4	4
5	CP	205	Operations Research	25	75	100	4	4
6	CP	206	Computer Applications in Management	25	75	100	4	4
7	CP	207	Research Methodology for Management	25	75	100	4	4
SEMESTER-III								
1	CP	301	Entrepreneurship	25	75	100	4	4
2	CP	302	VUCA management	25	75	100	4	4
3	CP	303	Corporate Legal Framework	25	75	100	4	4
4	E-I/1	304	Paper-1 from First Elective	25	75	100	4	4
5	E-I/2	305	Paper-2 from First Elective	25	75	100	4	4
6	E-2/1	304	Paper-1 from Second Elective	25	75	100	4	4
7	E-2/2	305	Paper-2 from Second Elective	25	75	100	4	4
SEMEST -IV								
1	CP	401	Strategic management	25	75	100	4	4
2	E-I/3	402	Paper-3 from First Elective	25	75	100	4	4
3	E-I/4	403	Paper-4 from First Elective	25	75	100	4	4
4	E-I/5	404	Paper-5 from First Elective	25	75	100	4	4
5	E-2/3	402	Paper-3 from Second Elective	25	75	100	4	4
6	E-2/4	403	Paper-4 from Second Elective	25	75	100	4	4
7	E-2/5	404	Paper-5 from Second Elective	25	75	100	4	4
			Project Report			100		6
			Comprehensive Viva Voce			100		4
			GRAND TOTAL			3000		

MBA- ELECTIVE PAPERS (DUAL SPECIALISATION)

SEMESTER-III			
	GROUP-A		FINANCIAL MANAGEMENT
	FM	304	Financial Markets & Services
	FM	305	Security Analysis & Portfolio Management
	GROUP-B		MARKETING MANAGEMENT
	MM	304	Consumer Behaviour & Customer Relationship Management
	MM	305	Services Marketing
	GROUP-C		HUMAN RESOURCE MANAGEMENT
	HRM	304	Industrial Relations
	HRM	305	Compensation & Welfare Management
SEMESTER-IV			
	GROUP-A		FINANCIAL MANAGEMENT
	FM	402	Financial Derivatives
	FM	403	Behavioral finance
	FM	404	International Financial Management
	GROUP-B		MARKETING MANAGEMENT
	MM	402	Sales & Distribution Management
	MM	403	Advertising and Brand Management
	MM	404	Retail Marketing Management
	GROUP-C		HUMAN RESOURCE MANAGEMENT
	HRM	402	Performance Management & Counseling
	HRM	403	Strategic Human Resources Management
	HRM	404	International Human Resources Management

**(MBA) DEGREE EXAMINATION
(With effect from 2016 – 2017)**

MBA SEMESTER I

CP 101: PERSPECTIVES OF MANAGEMENT

Objective: to familiarize the students with the theory and practice of management .

Unit I: Management – Evolution of Management Thought -Principles of Management – Functions of Management - Social Responsibility of Management.

Unit II: Planning – Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning-Planning Premises and Forecasting – process of Decision Making-Decision Tree Analysis.

Unit III: Organization – Principles of Organization – Formal and informal Organization – types of Organization Structure – Line and Staff Relations – Delegation – Decentralization –Span of Control.

Unit – IV: Directing- Leadership Theories and Styles –Motivation –Theories: Maslow’s Theory and Herzberg’s Theory.

Unit- V: Control-Importance, Steps, Processes, Techniques-PERT/CPM-Total Quality Management.

(Case Study is compulsory in all Units)

Suggested Books:

1. Louis A Allen, Management & Organisation, McGrawHill,New York
2. A.Pardhasardhy & R.Satya Raju: Management Text and Cases, Prentice Hall of India.
3. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
4. Heinz Weihrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill,ND
5. JS Chandan, Management: Theory & Practice, Vikas, New Delhi
6. RW Griffin, Management: Principles and Applications, Cengage,New Delhi
7. Prem Vrat,KK Ahuja & PK Jain, Management Cases, Vikas, New Delhi
8. Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
9. Earnest Dale, Great Organisers, McGraw Hill
10. Peter F Drucker, The Practice of Management, McGraw Hill

CP 102: ACCOUNTING FOR MANAGEMENT

Objective: to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making

Unit-I : Accounting for Management –Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Account in Modern Organization

Unit – II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)

Unit- III: Elements of Cost – Cost Sheet Preparation – Absorption Vs Marginal Costing –Cost – Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach – Profit Planning.

Unit-IV: Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision.

Unit- V: Budgeting – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

(Case Study is compulsory in all Units)

Suggested Books:

1. I. M. Pandey : Management Accounting Vikas Publishing House.ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B.Banerjee, Financial Policy & Management Accounting,PHI, New Delhi
6. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
7. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.
8. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
9. Blocher, Chen, Cokins and Lin, Cost Management, A Strategic Emphasis, TMH, ND
10. Porwal, LS, Accounting Theory, TMH, New Delhi

CP 103: BUSINESS ENVIRONMENT

Objective: to familiarize the students with the business environment conditions prevailing in India and international and understand its implications to business.

Unit-I Business Environment: Components and Significance – Economic Scope – Cultural, Political, Technological and External Factors Influencing Business Environment – Dimensions of International Business Environment – Challenges.

Unit-II: Structure of Indian Economy ; Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors - Industrial Policy of the Government - Policy Resolutions of 1956, 1991 Industrial Policy and Economic Policy - Subsequent policy Statements

Unit-III Indian Companies - Competitiveness, Changes and Challenges, Sustainable Development, Social Responsibilities, Ethics in Business- Competition Act 2002 - Emerging Trend in Indian Business Environment.

Unit – IV: International Trade Theories, Balance of Payments – Concepts, Disequilibrium in BOP: Methods of Correction - Trade Barriers and Trade Strategy - Free Trade vs. Protection - World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

Unit – V: International business environment: Globalisation: International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Methods, International Trading Blocks – Their Objectives; WTO Origin, Objectives, Organization Structure and Functioning – WTO and India.

(Case Study is compulsory in all Units)

Suggested Books:

1. Chidambaram, Indian Business Environment, Vikas, New Delhi
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi.
4. Pandey G.N., Environmental Management, Vikas Publishing House.
5. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.
6. Ghosh PK., Business Environment, Sultan Chand & Sons, New Delhi
7. Daniel John D and Redebough, Lee. H., International Business, Addison Wesley India
8. Saleem, Business Environment, Pearson, New Delhi.
9. Bhalla, V.K., & S. Sivaramu, International Business Environment and Business, Annual Publications

CP 104: MANAGERIAL ECONOMICS

Objective: to enable the students to understand economic concepts and theories and their application in management decision-making.

Unit I- Introduction: Nature and Scope of Managerial Economics; Objectives of the Firm-Traditional Theory. Sales revenue maximizing theory. Managerial Theories and Behavioral Theories; Profit Maximization. Vs. Wealth Maximization.

Unit II- Demand Analysis : Demand-Meaning, Determinations Of Demand, Demand Function; Law of Demand; Elasticity of Demand –Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting. Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit III- Production Analysis: Production Function –Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function - Cost concepts and Cost Oriented Pricing Methods.

Unit-IV Market Analysis: Price and Output Determination under Perfect Competition, monopoly, monopolistic competition, oligopoly.

Unit – V: Introduction to Economic Optimization techniques- constrained and unconstrained techniques, National Income concepts, inflation – types and causes of inflation – measures to control inflation. Phases of business cycles.

(Case Study is compulsory in all Units)

Suggested Books:

1. Dean,Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH,ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Csaes, S.Chand & Co
6. Mittal A., . Managerial Economics, Text and Csaes, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
8. Attmanad; Managerial Economics, Excel publications.
9. G.S.Gupa, Macro Economics: , Theory and Applications, Tata McGraw Hill.
10. Dwivedi, D.N. Macro Economics: Theory and Applications, Tata McGraw Hill

105: MANAGERIAL COMMUNICATION SKILLS

Objective: to equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit – I : Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication kills – Understanding Cultural Effects of Communication.

Unit – II: Managing Organization Communication - formal and Informal Communication- Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

Unit-III: Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication

Unit-IV: Business Writing Skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, E-mail Messages.

Unit-V: Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report.

(Case Study is compulsory in all Units)

Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

CP 106 ORGANISATIONAL BEHAVIOUR

(The objective of this course is to teach the student about the organizational theories, dynamics, conflict, change, culture etc)

Unit-I: Meaning and scope of OB-Challenges and opportunities – Foundations of Individual behaviour, values, attitude, job satisfaction, personality, perception and emotions.

Unit – II: Motivation-Theories, Group dynamics – Leaderships styles..

Unit –III: Organizational conflict-causes and consequences-conflict and Negotiation.

Unit-IV: Organisational change, change process resistance to change and Organisational Development

Unit – V: Organisational Culture-Creating an Ethical Organisation-Managing Stress-Organisational Effectiveness..

(Case Studies are Compulsory)

Suggested Books:

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House,ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Organizational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall

CP 107: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit-I: Concept – Nature, Scope and importance of quantitative techniques – Applications of quantitative techniques in business decision making.

Unit – II: Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

Unit –III: Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V: Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

Suggested Books:

1. K.V.Sivayya and K.Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford University press
4. CR Kothari, Quantative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
6. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
7. S.P.Gupta Statistical Methods for Management
7. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai