

# **COURSE STRUCTURE AND DETAILED SYLLABUS**

**For**

**MASTER OF BUSINESS ADMINISTRATION**



**JAWAHARLAL NEHRU TECHNOLOGY UNIVERSITY KAKINADA  
KAKINADA - 533 003, Andhra Pradesh, India**

**JAWAHARLAL NEHRU TECHNOLOGY  
UNIVERSITY KAKINADA**

**MASTER OF BUSINESS ADMINISTRATION**

**Course Structure (Regular) 2013-2014**

(Effective for the students admitted into first year from the academic year  
2013-2014)

**ISEMESTER**

Subject	Title	Marks	Credits
1	Management Theory & Organization Behavior	100	3
2	Managerial Economics	100	3
3	Accounting for Managers	100	3
4	Managerial Communication & Soft Skills	100	3
5	Business Environment	100	3
6	Quantitative Analysis for Business Decision	100	3
7	IT-LAB	100	2

**SYLLABUS**

I - I	L	P	Credits
	4	-	3
<b>MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOR</b>			

**UNIT -1.**

Nature of Management– definitions, scope and importance - managerial roles and functions–development of management thought - approaches to management - Managing for competitive advantage - the Challenges of Management - Corporate Social responsibility. Planning: Nature and principles of planning - The Planning Process-MBO. Decision-making: role-significance- process-decision tree analysis – tools and techniques. Co-ordination-principles.

**UNIT-II**

Nature of organizing - principles – organization levels – types - and span of management- Organizational design and structure, approaches–delegation of authority - centralization and decentralization of authority – responsive organization. Controlling- Nature and importance – process – feedback system – Requirement for effective control – control techniques.

**UNIT-III**

Organizational behavior: Nature and scope – linkages with other social sciences - Individual perspective – Perception and process- Values, Attitudes- Learning and learning theories– Personality, types and models – Johari window – Transitional analysis-Approach to Organizational behavior - models of organizational behavior - Organizational culture and development.

**UNIT-IV**

Motivation – theories - Leadership – approaches to leadership – leadership behavior and styles – leadership skills – leadership in cross-cultural environment – women and corporate leadership –Group dynamics – group formation and development -conflict management and negation skills.

**UNIT-V**

Organizational culture and effectiveness: Definition – creating organizational culture- approaches to organizational culture – learning of organizational culture – measurement of organizational culture – organizational effectiveness – nature and importance.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**REFERENCES**

1. William, Tripathy: “**MGMT (including instructor recourses)**”, Cengage Learning, New Delhi, 2013
2. Dr.P.Subba Rao and Prof. N.Sambasiva Rao:”**Management and Organizational Behaviour - (Text and Cases)**”, Himalaya Publishing House, Mumbai
3. Griffin, Moorhead: “Managing Organisational Behaviour”, Cengage Learning, New Delhi.2013.
4. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
5. Mullins, Laurie: “**Management and Organisational Behaviour**”, Pearson Education, New Delhi, 2013
6. Jennifer M.George and Gareth R. Jones: “**Understanding and Managing Organizational Behavior**”, Pearson Education, New Delhi, 2009.
7. Meenakshi Gupta: “**Principles of Management**”, PHI Private Limited, New Delhi, 2009.
8. J S Chandan: “**Management Theory and Practice**”, Vikas Publishing House Limited, 2009
9. Anil Bhat, Arya Kumar: “**Management**”, Oxford University, New Delhi, 2008.
10. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
11. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
12. Gupta R S, Sharma B D Bhalla N S: “**Principles and Practice of Management**”, Kalyani Publications, Hyderabad, 2008.
13. PareekUdai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.

I - I	L	P	Credits
	4	-	3
<b>MANAGERIAL ECONOMICS</b>			

**UNIT-I**

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle , Risk & uncertainty.

**UNIT-II**

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply, Elasticity of Supply.

**UNIT-III**

Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

**UNIT-IV**

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

**UNIT-V**

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain’s limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**REFERENCES**

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Dwivedi D N: “**Managerial Economics**”, Vikas Publishing House Private Limited, New Delhi, 2009.
9. S.B. Srivastava: “**Engineering and Managerial Economics**”, SCITECH Publication, New Delhi.
10. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
11. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
12. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.
13. Hirscegy: “**Managerial Economics**”, Cengage Learning, New Delhi, 2013.
14. P.N.Chopra: “**Managerial Economics**”, Kalyani Publications, New Delhi, 2011

I - I	L	P	Credits
	4	-	3
<b>ACCOUNTING FOR MANAGERS</b>			

**UNIT-I**

(a) Accounting process: Definition of accounting. Accounting Cycle. Classification of accounts, accounting equation – static and dynamic nature of accounting. Users of accounting information. Books of original entry, ledger, trial balance, Terminal accounts. Accounting Concepts and conventions and their implications on the data generation.

(b) Measuring Business income: Distinction between capital and revenue: Matching revenue and Expenditure; The role of accounting policies like Depreciation and inventory valuation on reported income and related accounting standards (AS).

**UNIT-II**

Understanding Terminal accounts: a) preparation and presentation of income statement; Balance Sheet

b) Accounting standards—their rationale and growing importance in global accounting environment, IAS-IFRS-US GAAP; Human resource accounting concept and importance – Valuation of human resources. Preparation and presentation of final accounts of companies. Guidelines for disclosure.

C) Taxation and tax planning; corporate tax rates and tax structure;

**UNIT-III**

Financial Analysis: The scope and purpose of financial analysis; financial statement analysis. a) Ratio analysis – liquidity, activity, structural, coverage and profitability ratios; predictive power of ratio analysis; Inflation and financial analysis; applications of financial analysis; Related AS.

b) Funds flow analysis; concepts of funds; ascertaining funds from operations ; Sources of funds: Uses of funds; Preparation and analysis of funds flow statement and cash flow statement. Related AS.

**UNIT-IV**

Cost accounting concepts; role of cost accounting information in planning and control; interfaces of cost accounting; financial accounting and

managerial accounting; Cost concepts. Determination of product cost. Preparation of cost sheet under different cost heads

### UNIT-V

Cost behavior and Decision making; methods for determining fixed and variable costs; CVP analysis and decision making break even analysis- key factor distribution & analysis; Optimization of product mix, make or buy decisions.

Capacity utilization, plant shutdown, CVP under conditions of uncertainty-sensitivity analysis, Standard costing, Definition of Standard Costing, Purpose of standards, Types of standards, standard setting. Zero based budgeting: concept , importance and relevance.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### REFERENCES:

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “**Finanacial Accounting for Management**”, Cengage Learning, New Delhi.
3. Ramachandran N, RamKumar Kakani: **Financial Accounting for Management**”, McGraw Hill – 2013.
4. Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi,2013
5. Amberish Gupta:”**Financial Accounting for Management**”, Pearson Education, 2012.
6. Paresh Shah: “**Financial accounting for management**”, Oxford University press, New Delhi, 2013.
7. Dr. Jawahar Lal: “**Accounting for management**”, Himalaya Publishing house, NewDelhi, 2012.
8. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
9. Dr. V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
10. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.



I - I	L	P	Credits
	4	-	3
<b>MANAGERIAL COMMUNICATION</b>			

**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 skills – Cross Cultural Communication – problems and challenges.

**UNIT-II**

Managing Organization Communication – formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

**UNIT-III**

Managing Motivation to Influence Interpersonal Communication- Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

**UNIT-IV**

Business Writing Skills- Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

**UNIT-V**

Presentation skills – techniques of presentation – types of presentation – video Conferencing and formats – interview – formal and informal – interview techniques – Communication etiquettes.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**REFERENCES:**

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Kuberudu B and Srinivasa Krishna K: “***Business Communication and Soft Skills***”, Excel Books, 2008.
3. Meenakshi Rama: “***Business Communication***”, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: “***Organisational Communication***”, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das” “***Business Communication***”, PHI Private Limited, New Delhi, 2009.
7. R.K.Madhukar: “**Business Communication**”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:”**Business and Professional Communication**”, SAGE, New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: “**Business Communication**”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “**Business Communication Skills**”, Everest Publishing House, New Delhi, 202011

I - I	L	P	Credits
	4	-	3
<b>BUSINESS ENVIRONMENT</b>			

**UNIT-I**

Business Environment: Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.

**UNIT-II**

Structure of Indian economy – Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

**UNIT-III**

Fiscal Policy: nature and significance – public revenues – expenditure-debt, development activities allocation of funds – critical analysis of the recent fiscal policy of Government of India. Balance of Payments: Nature – structure – major components – causes for disequilibrium in balance of payments – correction measures.

**UNIT-IV**

India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

**UNIT-V**

Legal Frame: special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control

and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**REFERENCES:**

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
6. Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited, New Delhi.
7. Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: “**WTO-Text and Cases**”, Excel Publication, New Delhi.
10. Government of India, **Latest Economic Survey Report**.

I - I	L	P	Credits
	4	-	3
<b>QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS</b>			

**UNIT-I**

**Basic Mathematical & Statistical Techniques:** Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and

Regression Analysis

Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's

Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability

Distributions.

**UNIT-II**

**Introduction to Decision Theory:** Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

**UNIT-III**

**Linear Programming:** Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

**UNIT-IV**

**Transportation, Assignment Models & Game theory:** Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

**UNIT-V**

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**REFERENCES**

1. N.D.Vohra: “*Quantitative Techniques in Management*”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “*Operations Research: Theory and Applications*”, Macmillan Gupta S.P: “*Statistical Methods*”, S. Chand and Sons, New Delhi,
3. Anand Sharma: “**Quantitative Techniques for Business decision Making**”, Himalaya Publishers, New Delhi, 2012;
4. D P Apte: “*Operation Research and Quantitative Techniques*”, Excel Publication, New Delhi, 2013
5. Hamdy, A.Taha: “*Operations Research: An Introduction*”, Prentice-Hall of India, New Delhi 2003.
6. Anderson: “**Quantitative Methods for Business**”, Cengage Learning, New Delhi 2013
7. Sancheti, Dc & VK Kapoor, “**Business Mathematics**”, S Chand and Sons, New Delhi
8. R.B.Khanna: “**Quantitative Techniques for Managerial Decision**”, PHI Learning, New Delhi, 2012.
9. Keller, G, “**Statistics for Management**”, 2009, 1st Ed, Cengage Learning.
10. Amir D. Aczel and Jayavel Sounderperandian, “**Complete Business Statistics**”, TMH,
11. C.R.Kothari: “**Quantitative Techniques**”, Vikas Publishing House, New Delhi, 2010
12. L.C.Jhamb: “**Cases and Problems in Quantitative Techniques**”, Everest Publishing House, New Delhi,

I - I	L	P	Credits
	-	6	3
<b>INFORMATION TECHNOLOGY LAB (100% LAB)</b>			

**UNIT-I**

Introduction of various software used for business and their significance in the current business environments. Introduction of software MS Office, SQL.

**UNIT-II**

Financial modeling like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input generations

**UNIT-III**

Statistics for management - correlation and regression analysis data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

**UNIT-IV**

Data Collection and analyzing techniques - chats, flow diagrams TQM methodologies

**UNIT-V**

Preparation and presentations of mini projects assigned for course work of first semester.

**REFERENCES:**

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012