

# ACADEMIC REGULATIONS & COURSE STRUCTURE

For

**MBA (Regular)**

*(Applicable for batches admitted from 2016-2017)*



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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA****School of Management Studies****Course Structure MBA (Regular) 2016-2017**

(Effective for the students admitted into first year from the academic year 2016-2017)

**Semester - I**

Subject	Title	Marks	Credits
C-101	Principles of Management	100	3
C-102	Managerial Economics	100	3
C-103	Accounting for Managers	100	3
C-104	Managerial Communication & Soft skills	100	3
C-105	Business Environment	100	3
C-106	Quantitative Analysis for Business Decision	100	3
C-107	IT – LAB	100	3

**Semester - II**

Subject	Title	Marks	Credits
C-201	Financial Management	100	3
C-202	Human Resource Management	100	3
C-203	Marketing Management	100	3
C-204	Production and Operations Management	100	3
C-205	Business Research Methods	100	3
C-206	Organizational Behavior	100	3
C-207	Mini Project *	50	2
	Seminar on Mini Project	50	2

**Semester - III**

Subject	Title	Marks	Credits
C-301	Strategic Management	100	3
C -302	Legal Aspects of Business	100	3
C -303	Business Ethics & Corporate Governance	100	3
E -301	Elective – 1	100	3
E-302	Elective – 2	100	3
E-303	Elective – 3	100	3
E-304	Elective – 4	100	3

**Semester - IV**

Subject	Title	Marks	Credits
C -401	Logistic and Supply Chain Management	100	3
C -402	Entrepreneurship Development	100	3
E-401	Elective – 5	100	3
E-402	Elective – 6	100	3
E-403	Elective – 7	100	3
E-404	Elective – 8	100	3
	Major Project & Comprehensive Viva	Grade	8
<b>Total Marks / Credits</b>		<b>2700</b>	<b>90</b>

**Elective:** The student has to choose any **ONE** Specialization from the following areas in the beginning of III Semester

### III SEMESTER

#### HR

<b>S. no</b>	<b>SUBJECT TITLE</b>
<b>1</b>	Leadership Management
<b>2</b>	Compensation and Reward Management
<b>3</b>	Performance Management
<b>4</b>	Strategic Human Resource Management

#### FINANCE

<b>S. no</b>	<b>SUBJECT TITLE</b>
<b>1</b>	Security Analysis & Portfolio Management
<b>2</b>	Banking and Insurance Management
<b>3</b>	Advance Management Accounting
<b>4</b>	Strategic Financial Management

#### MARKETING

<b>S. no</b>	<b>SUBJECT TITLE</b>
<b>1</b>	Consumer Behavior
<b>2</b>	Retail Management
<b>3</b>	Customer Relationship Management
<b>4</b>	Strategic Marketing Management

#### SYSTEMS

<b>S. no</b>	<b>SUBJECT TITLE</b>
<b>1</b>	E-Business
<b>2</b>	RDBMS
<b>3</b>	Web Designing
<b>4</b>	System Analysis & Design

## IV SEMESTER

### HR

	SUBJECT TITLE
<b>Elective-5</b>	Organizational Development & Change Management
<b>Elective-6</b>	Global HRM
<b>Elective-7</b>	Labor Welfare & Legislation
<b>Elective-8</b>	Management of Industrial Relations

### FINANCE

	SUBJECT TITLE
<b>Elective-5</b>	Financial Markets and Services
<b>Elective-6</b>	Global Financial Management
<b>Elective-7</b>	Risk Management
<b>Elective-8</b>	Tax Management

### MARKETING

	SUBJECT TITLE
<b>Elective-5</b>	Services Marketing
<b>Elective-6</b>	Promotional Distribution Management
<b>Elective-7</b>	Global Marketing Management
<b>Elective-8</b>	Supply Chain Management

### SYSTEMS

	SUBJECT TITLE
<b>Elective-5</b>	Business Intelligence
<b>Elective-6</b>	Enterprise Resource Planning
<b>Elective-7</b>	Cyber Laws & Security
<b>Elective-8</b>	Information Systems Audit

#### \*Mini Project Report

The student should undergo survey based fieldwork under the guidance of Internal Faculty and submit the report before the completion of II Semester End Examinations.

# Principles of Management

## Unit 1:

**Introduction of Management:** Management: Definition – Importance – Managerial Roles – Functions of management – Classical theory – Scientific management - Administrative theory – Behavioral Theory – Management science – Integrative perspective – System theory – Socio – technical theory – Contingency theory – Comparing theories

## Unit 2

**Planning and Organizing:** Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning. Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of authority – Factors affecting delegation of authority – Span of management – Centralization and decentralization of Authority.

## Unit 3

**Directing and controlling:** Definition of Co-ordination – Significance and principles of Co-ordination– Leadership behavior and styles – Leadership in cross cultural environment. Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.

## Unit 4

**Decision making:** Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom’s Participative decision making model – challenges and problems in decision making

## Unit 5

**Contemporary issues in Management:** MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management –BPOs – Stress Management causes and remedies – JIT – TQM – Six Sigma – CMM levels

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

## REFERENCES:

1. Kumar ,Rao, Chhalill: Introduction to Management Science . Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Harold Koontz, Heinz Wehrich, A.R.Aryasri, Principles of Management, TMH, 2010.
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, Principles of Management, University Science Press, 2013.
6. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
7. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.

## **Managerial Economics**

### **UNIT 1:**

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 2:**

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 3:**

Supply and 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 4:**

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 5:**

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. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
10. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.

## Accounting for Managers

### UNIT 1

Accounting process: Definition of accounting - Accounting Concepts and conventions - Accounting Cycle - Classification of accounts - Accounting equations – Static and dynamic nature of accounting - Users of accounting information - Books of original entry, ledger - Preparation of Trial balance

### UNIT-2

**Final Accounts:** Preparation and Presentation of income statement - Balance Sheet with Adjustments - Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements

### UNIT-3

**Financial Analysis:** The scope and purpose of financial analysis - financial statement analysis - Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - 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.

### UNIT-4

**Cost accounting concepts:** Methods of Costing, Techniques of Costing - Role of Cost accounting - Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet under different cost heads

### UNIT-5

**Cost behavior and Decision making:** Behavioural classification of costs and methods for calculation of fixed, variable and semi 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 or continue decision CVP under conditions of uncertainty - sensitivity analysis.

**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: “**Financial 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. Dr. Jawahar Lal: “**Accounting for management**”, Himalaya Publishing house, NewDelhi, 2012.
7. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
8. Dr. V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
9. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

## Managerial Communication & Soft Skills

### UNIT 1

**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 2

**Managing Organization Communication:** Formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

### UNIT 3

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

### UNIT 4

**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 5

**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



## **Business Environment**

### **UNIT 1**

**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 2**

**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 3**

**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 4**

**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 5**

**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**.

## Quantitative Techniques for Business Decisions

### UNIT 1

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 2

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 3

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 4

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 5

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

## **Information Technology Lab (100% Lab)**

### **UNIT 1**

**Introduction of various software used for business:** Significance in the current business environments - Introduction of software MS Office, SQL.

### **UNIT 2**

**Financial modeling:** Present value of cash flows, Valuations, Financial ratio analysis, Forecasting, Trend analysis of data, Random input generations

### **UNIT 3**

**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 4**

**Data Collection and analyzing techniques:** Chats, Flow diagrams TQM methodologies

### **UNIT5**

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