

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR

Course Structure and Detailed Syllabi (2017-18 onwards)

Master of Business Administration

MBA Semester – I

S. No	Course code	Subject	Th	Lab/Study	Credits
1.	17E00101	Management & Organizational Behaviour	4	-	4
2.	17E00102	Business Environment & Law	4	-	4
3.	17E00103	Managerial Economics	4	-	4
4.	17E00104	Financial Accounting for Managers	4	-	4
5.	17E00105	Statistics for Managers	4	-	4
6.	17E00106	Management Information Systems	2	-	2
7.	17E00107	Information Technology for Managers	2	-	2
8.	17E00108	Communication Lab	-	3	2
9.	17E00109	Data Analytics Lab	-	3	2
		Contact Periods/Week	24	6	
		Total		30	28

MBA Semester – II

S. No	Course code	Subject	Th	Lab/Study	Credits
1.	17E00201	Human Resource Management	4	-	4
2.	17E00202	Marketing Management	4	-	4
3.	17E00203	Business Research Methods	4	-	4
4.	17E00204	Financial Management	4	-	4
5.	17E00205	Operations Research	4	-	4
6.	17E00206	Operations Management	4	-	4
7.	17E00207	Business Communication	2	-	2
8.	17E00208	Business Analytics Lab	-	3	2
9.	17E00209	Business Communication Lab	-	3	2
		Contact Periods/Week	26	6	
		Total		32	30

***Note: The student shall initiate project work immediately after II semester and evaluation shall take place in IV semester**

MBA Semester – III

S. No	Course code	Subject	Th	Lab/Study	Credits
1.	17E00301	Business Ethics & Corporate Governance	4	-	4
2.	17E00302	Green Business Management	4	-	4
3.	17E00303	Entrepreneurship Development	4	-	4
4.	17E00304 17E00305 17E00306 17E00307	Elective I Cost and Management Accounting Product and Brand Management Human Resource Development Mobile Commerce	4	-	4
5.	17E00308 17E00309 17E00310 17E00311	Elective II Financial Institutions and Services Consumer Behavior Labor laws and Legislation Supply Chain Management	4	-	4
6.	17E00312 17E00313 17E00314 17E00315	Elective III Investment and Portfolio Management Rural Marketing Performance Management Enterprise Resource Planning	4	-	4
7.	17E00316 17E00317 17E00318 17E00319	Elective IV Auditing and Taxation Advertising and Sales Promotion Management Knowledge Management Data warehousing and Mining	4	-	4
8.	17E00320	Business Simulation Lab	-	3	2
9.	17E00321	MOOCS	-	-	
		Contact Periods/Week	28	3	
		Total		31	30

MBA Semester – IV

S. No	Course code	Subject	Th	Lab/Study	Credits
1.	17E00401	Strategic Management	4	-	4
2.	17E00402	E-Business	4	-	4
3.	17E00403 17E00404 17E00405 17E05406	Elective V Financial Derivatives Services Marketing Organization Development Data Communication and Network Analysis	4	-	4
4.	17E00407 17E00408 17E00409 17E00410	Elective VI International Financial Management International Marketing Global Human Resource Management Corporate Information Management	4	-	4
5.	17E00411	Seminar (Contemporary Issues on Business)	-	- 3	2
6.	17E05412	Project Work	-	- 12	10
		Contact Periods/Week	16	- 15	
		total		31	28

(17E00101) MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Objective of the course is to give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organisational Behaviour.

1. Role of Management – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioural – Systems – Contingency.

2. Decision Making & Controlling – Process – Techniques. Planning – Process – Problems — Making It Effective. Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective

3. Individual Behaviour & Motivation – Understanding Individual Behaviour – Perception – Learning – Personality Types – Johari window- Transactional Analysis- Motivation – Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler

4. Group Behavior & Leadership: Benefits of Groups – Types of Groups – Group Formation and Development. Leadership and Organizational Culture and Climate: Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good leader- Women Leadership in India.

5. Organisational Behaviour–Organizing Process – Departmentation Types – Making Organizing Effective – Organisational culture- Types of culture – Organisational Culture Vs Organisational climate - Conflict management - Change Management

Textbooks:

- Organisational Behaviour, Stephen P. Robbins, Pearson Education
- Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House
- Principles of Management, Koonz, Wehrich and Aryasri, Tata McGraw Hill.

References:

- Organisational Behaviour ,S.S.Khanka, S.Chand
- Organisational Behaviour , Mishra .M.N ,Vikas
- Management and Organisational behaviour, Pierce Gordner, Cengage.
- Behaviour in Organizations, Hiriyappa .B.New Age Publications
- Organisational Behaviour, Sarma, Jaico Publications.
- Principles of Management ,Murugesan ,Laxmi Publications

(17E00102) BUSINESS ENVIRONMENT AND LAW

The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

1. **Introduction to Business Environment:-** Meaning, Components of Business Environment.-Industrial policy of 1991, Liberalization, Privatization and Globalization
2. **Monetary, Fiscal and Trade Policy:** Monetary & Fiscal Policy –,EXIM Policy, Role of EXIM Bank. Balance of Payments: **WTO:** Role and functions of WTO in promoting world trade –TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.
3. **Law-Definition -Need, classification and sources of Business Law, Law of Contract - 1872 (Part-I):** Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object.
4. **Companies Act, 1956 (Part-I):** Kinds of Companies, Formulation of Companies, Incorporation, Company Documents. **Company Act, 1956 (Part-II):** Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.
5. **Information Technology Act, 2000:** Scope and Application of IT Act, 2000- Digital signature e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers - Right to Information Act,2005 –GST Act 2017.

Textbooks:

- Essentials of Business Environment, K.Aswhappa, Himalaya publishers.
- Mercantile Law - N.D.Kapoor, Sultan Chand & Sons.
- Mechantile Law- Garg, Sareen, Sharma, Chawla, Kalyani publishers.

References:

- Indian Economy, Dutt and Sundaram, S. Chand, New Delhi.
- Business Environment – Text and Cases, Justin Paul, TMH.
- Indian Economy- Misra and Puri, Himalaya.
- Business Environment, Suresh Bedi, Excel.
- Mercantile Law, S.S. Gulshan, 3/e, Excel Books,
- Legal Aspects of Business, Ravinder Kumar, Cengage.
- *A Manual of Business Laws*, S.N.Maheshwari & Maheshwari, Himalaya.
- Business law for management, K.R.Bulchandani-Himalaya Publishing.
- Business law, R.S.N Pillai, Bhagavathi, S.Chand

(17E00103) MANAGERIAL ECONOMICS

Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing , Production and Costing from a broader perspective.

1. **Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, New management tools of optimization.
2. **Theory of Demand:** Demand Analysis – Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques.
3. **Production Analysis:** Production function, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Cost concepts - cost-output relationship in the short run and long run, Average cost curves - Break Even Analysis.
4. **Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.
5. **Inflation and Business Cycles:-**Definition and meaning-characteristics of Inflation-types of inflation - effects of inflation - Anti-Inflationary methods - Definition and characteristics of business cycles-phases of business cycle - steps to avoid business cycle

Textbooks:

- Managerial Economics -Analysis, Problems ,Cases ,Mehta,P.L., Sultan Chand & Sons.
- Managerial Economics, Gupta, TMH

References:

- Managerial Economics, D.N.Dwivedi,Eighth Edition,Vikas Publications
- Managerial Economics, Pearson Education, James L.Pappas and Engene F.Brigham
- Managerial Economics, Suma Damodaran, Oxford.
- Macro Economics by MN Jhingan-Oxford
- Managerial Economics- Dr.DM.Mithani-Himalaya Publishers
- Managerial Economics-Dr.H.L Ahuja-S.Chand and Com pvt ltd, NewDelhi
- Managerial Economics by Dominick Salvatore, Ravikesh Srivastava- Oxford University press.
- Managerial Economics by Hirschey- Cengage Learning

(17E00104) FINANCIAL ACCOUNTING FOR MANAGERS

The Objective of the course is to provide the basic knowledge of book keeping and accounting and enable the students to understand the Financial Statements and make analysis financial accounts of a company.

* **Standard discounting and statistical tables to be allowed in the examinations.**

1. **Introduction to Accounting:** Definition, Importance, Objectives, uses of accounting and book keeping Vs Accounting, Single entry and Double entry systems, classification of accounts – rules of debit & credit.
2. **The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments, accounting principles.
3. **Valuation of Assets:** Introduction to Depreciation - Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO, Valuation of goodwill - Methods of valuation of goodwill.
4. **Financial Analysis -I** Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis
5. **Financial Analysis-II:** Objectives of fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Preparation of Cash flow statement - Funds flow statement Vs Cash flow statement.

Textbooks:

- Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd.,
- Accountancy .M P Gupta & Agarwal ,S.Chand

References:

- Financial Accounting , P.C.Tulisan ,S.Chand
- Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI
- Financial Accounting Management An Analytical Perspective, Ambrish Gupta, Pearson Education
- Accounting and Financial Management, Thukaram Rao, New Age Internationals.
- Financial Accounting Reporting & Analysis, Stice & Stice, Thomson
- Accounting for Management, Vijaya Kumar, TMH
- Accounting for Managers, Made Gowda, Himalaya
- Accounting for Management , N.P.Srinivasan, & M.Shakthivel Murugan, S.Chand

(17E00105) STATISTICS FOR MANAGERS

The objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

1. Introduction of statistics – Nature & Significance of Statistics to Business, Measures of Central Tendency- Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.

2. Correlation: Introduction, Significance and types of correlation – Measures of correlation – Co-efficient of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Properties of regression coefficients- Rank Correlation.

3. Probability – Meaning and definition of probability – Significance of probability in business application – Theory of probability – Addition and multiplication – Conditional laws of probability – Binominal – Poisson – Uniform – Normal and exponential distributions.

4. Testing of Hypothesis- Hypothesis testing: One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way .

5. Non-Parametric Methods: Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes - Sign test for paired data.

Textbooks:

- Statistical Methods, Gupta S.P., S.Chand. Publications

References:

- Statistics for Management, Richard I Levin, David S.Rubin, Pearson,
- Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd
- Complete Business Statistics, Amir D. Aezel, Jayavel, TMH,
- Statistics for Management, P.N.Arora, S.Arora, S.Chand
- Statistics for Management , Lerin, Pearson Company, New Delhi.
- Business Statistics for Contemporary decision making, Black Ken, New age publishers.
- Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai

(17E00106) MANAGEMENT INFORMATION SYSTEM

The objective of the course is to provide the basic concepts of systems concepts and Management of Information System and utility of the systems for the managerial decisions.

1. **MIS An overview** - Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, Structure of MIS, role of MIS in global business. Challenges of Managing MIS.

2. **Data resource management** - Data base concepts, The traditional approaches, the modern approaches (Data base management approaches) DBMS, Data models, Data ware housing and mining.

3. **Business application of IS** - Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision making and Role of MIS, Business intelligence and Knowledge management systems.

4. **Management of IS** - Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Product based MIS evaluation, Cost /Benefit based evaluation, Process based calculation, System maintenance.

5. **Security, Ethical & Social Issues** : IS security threats, Protecting IS, IS Security Technologies, The disaster recovery plan, IS Ethical Issues, social issues.

Textbook:

- MIS –Managerial Perspective, D.P.Goyal,Vikas Publications.

References:

- Management Information Systems, C Laudon and Jane P.Laudon, et al, Pearson Education.
- MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning
- Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill.
- Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India.
- Management Information Systems, James A. Obrein, Tata McGraw-Hill .
- Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books.
- Cases in MIS, Mahapartra, PHI.
- Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill

(17E00107) INFORMATION TECHNOLOGY FOR MANAGERS

The main objective of this course is to make the student familiarize in information technology and their applications to business processes.

1. **Fundamentals of IT:-** Components of a system - Meaning and nature – Role of IT in various sectors - Information technology management - Strategies for gaining IT advantage.
2. **Database Management Systems:** Introduction to DBMS - Applications to data base - concepts, data access methods – Types of data processing-data base languages
3. **Understanding Ms-Office:-** MS-Word - MS-Excel - Formulae, Graphs, Basis Statistical Formulae, MS-Access, MS-PowerPoint - Creating Effectiveness presentations.
4. **Data Communication and Networks:** Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.
5. **Emerging Trends in IT:** Introduction to SAP, IP addresses, IP protocol, various ERP packages, Implementation of ERP - Introduction to big data - cloud computing

Textbooks:

- Fundamentals of Information Technology, Alexis Leon, & Mathews Leon - Vikas.

References:

- Basics of Computer Sciences, Behrouz Forouzan, Firoz Mosharraf, Cengage.
- Information Technology for Management, Ramesh Behi, Mc Graw Hill.
- Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill.
- V.Rajaraman, Introduction to Information Technology, Prentice Hall India.
- Information Technology and theory Aksoy, Cengage Learnings.
- Foundations of IT,Dhiraj Sharma, Excel Books.
- MS Office 2000 for every one, Sanjay Saxena – Vikas

(17E00108) COMMUNICATION LAB

Objective: The introduction of Communication Lab is considered essential at I year II semester level. At this stage the students need to prepare themselves for their careers which may require them to listen, to read, speak and write in English both for their professionals and interpersonal communication in the globalised context.

1. **Understanding the need of Communication Skills** for Managers and the importance of effective communication, role play activities and case study analysis
2. **Phonetics** – Introduction to sounds of speech, vowels and consonants, phonetic transcription, orthographic transcription, syllabification, word stress, Innovation, Accent, Rhythm and Situational Dialogues
3. **Listening exercises** - listening with a focus on pronunciation (ear training): segmental sounds, stress, weak forms, intonation - listening for meaning (oral comprehension) : listening to talks, lectures, conversations, discussions, jokes, riddles etc.
4. **Speaking Skills** –Expressing opinions, Telephone conversations, PPT Presentations, Poster Presentations, Welcome Address (Inviting Dignitaries to department workshops, symposiums and university functions), proposing vote of thanks and Mock Interviews.
5. **Writing and Reading exercises:-** Reading and writing comprehensions, Note making after reading a text, showing the main idea and supporting ideas and the relationships between them -Practice in writing paragraphs, short essays and summaries etc.

Note :- 1) K-Van Solutions-Advanced communication Lab
2) Sky pronunciation for Phonetics.

Reference Books:

- Basic Business Communication Skills for empowering the internet generation, LesikarFlately, Tata McGraw Hill.
- Business Communication for Managers, Penrose, Rasberry and Myers, Cengage.
- A Text Book of English Phonetics for Indian Students by, T.Balasubramanian, McMillan.
- Oxford Advanced Learner’s Dictionary.
- BCOM, Mala Sinha, Cengage
- Business Communication, Bovee, Pearson.
- Business Communication, Locker, Kaczmarek, Tata McGraw Hill.
- Speaking and Writing for Effective Business Communication, Francis, MacMillan India Ltd.
- Business Communication, Asha Kaul, PHI.
- Speaking about Science, A manual for creating clear presentations, Scott Morgan and BarretWhitner, CUP.
- The Ace of Soft Skills, Gopal Ramesh and Mahadevan Ramesh, Pearson Education.
- From Campus to Corporate, Ramachandran KK and Karthick KK, MacMillan India Ltd.
- Body Language – Your success mantra, Dr. ShaliniVarma, S Chand

(17E00109) DATA ANALYTICS - LAB

The Objective of the course is to provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs.

The Experiments may be devised as per the following requirements

1. **MS-Word**-Creation of Document- Format Document-Text editing and saving- Organising information with tables and outlines-Mail merge-Publishing documents on Web. **MS Power Point**-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc
2. **MS Excel**-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts
3. **Sample test for means**-T-test, Z-test, ANOVA, one way, two way..
4. **Correlation**-Significance and application, Pearson & Spearman Correlation
5. **Regression**-Simple linear regression, Multiple regression.

References:

- Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
- David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.
- Alexisleon, TMH, 2008, Enterprise resource planning.
- The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford.