

MASTER OF BUSINESS ADMINISTRATION (M.B.A)

SYLLABUS & REGULATIONS WITH EFFECT FROM 2025-2026

P.G. Degree Programme Regulations-2016

Amended as per NEP-2020

CHOICE BASED CREDIT SYSTEM (CBCS)



CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)

SRI VENKATESWARA UNIVERSITY

Accredited by “NAAC” with A⁺ Grade

Tirupati, Andhra Pradesh – 517502

CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
SRI VENKATESWARA UNIVERSITY : : TIRUPATI

DEPARTMENT OF BUSINESS MANAGEMENT

Semester – I

Code No.	Title of the Paper	Core/ Elective	No of credits	Hours Per week	Sessional Marks	Semester End Marks	Exam Duration	Maximu m Marks
MBA 12001	Principles of Management	Core Online/ Offline	4	4	30	70	3 Hrs	100
MBA120 02	Organisational Behaviour	Core	4	4	30	70	3 Hrs	100
MBA 12003	Management Communication	Core	4	4	30	70	3 Hrs	100
MBA 12004	Managerial Economics	Core	4	4	30	70	3 Hrs	100
MBA 12005	Research Methodology and Business Analytics	Core	4	4	30	70	3 Hrs	100
MBA 12006	Accounting For Managers	Core	4	4	30	70	3 Hrs	100
MBA 12007	Information Technology for Management	Core	4	4	30	70	3 Hrs	100
MBA 12008	Human Values and Professional Ethics	Audit	--		100	--	--	
	Comprehensive Viva-Voce							50
TOTAL			28					750

Semester – II

Code No.	Title of the Paper	Core/ Elective	No of credits	Hours Per week	Sessional Marks	Semester End Marks	Exam Duration	Maxim um Marks
MBA 22001	Marketing Management	Core	4	4	30	70	3 Hrs	100
MBA 22002	Principles of Human Resource Management	Core Online/ Offline	4	4	30	70	3 Hrs	100
MBA 22003	Financial Management	Core	4	4	30	70	3 Hrs	100
MBA 22004	Production Management	Core	4	4	30	70	3 Hrs	100
MBA 22005	Operations Research	Core	4	4	30	70	3 Hrs	100
MBA 22006	Business Environment	Core	4	4	--	100	3 Hrs	100
MBA 22007	Dynamics of Leadership	Audit	--		100	--	--	
	Comprehensive Viva-Voce							100
	OPEN ELECTIVE							
MBA 22008	Talent & Knowledge Management		4	4	30	70	3 Hrs	100
MBA 22009	Fundamentals of Business Management							
MBA 22010	Any online Management course offered by SWAYAM / NPTEL							
TOTAL			28					800

IIISemester

Subject code	Paper Title	Core/ Elective	No.Of Credits	Hours Per week	Internal Marks	External Marks	Total Marks	Exam Duration
MBA 32001	Business Law	Core	4	4	30	70	100	3 Hrs
MBA 32002	Total Quality Management	Core Online / Offline	4	4	30	70	100	3 Hrs
	INTERNAL ELECTIVE							
	Marketing							
MBA 32311	Services Marketing		4	4	30	70	100	3 Hrs
MBA 32312	Sales and Distribution Management		4	4	30	70	100	3 Hrs
MBA 32313	Rural Marketing		4	4	30	70	100	3 Hrs
	Finance							
MBA 32321	Cost Accounting for Management		4	4	30	70	100	3 Hrs
MBA 32322	Taxation Management		4	4	30	70	100	3 Hrs
MBA 32323	Financial markets and Derivatives		4	4	30	70	100	3 Hrs
	Human Resource Management							
MBA 32331	Management Of Industrial Relations		4	4	30	70	100	3 Hrs
MBA 32332	Employee Compensation Administration		4	4	30	70	100	3 Hrs
MBA 32333	Employee welfare & Labour Administration		4	4	30	70	100	3 Hrs
Comprehensive Viva-Voce							50	
	OPEN ELECTIVE							
MBA 32003	Entrepreneurship Development		4	4	30	70	100	3 Hrs
MBA 32004	Business Research Methods							
MBA 32005	Any online Management course offered by SWAYAM / NPTEL							
	Total		28				750	

IV Semester

Subject code	Paper Title	Core/ Elective	No.Of Credits	Hours Per week	Internal Marks	External Marks	Total Marks	Exam Duration
MBA 42001	Strategic Management	Core	4	4	30	70	100	3 Hrs
MBA 42002	Entrepreneurship Development	Core Online/ Offline	4	4	30	70	100	3 Hrs
	Internal Electives							
	Marketing							
MBA 42411	International Marketing		4	4	30	70	100	3 Hrs
MBA 42412	Advertising & Sales Promotion		4	4	30	70	100	3 Hrs
MBA 42413	Retailing Marketing		4	4	30	70	100	3 Hrs
	Finance							
MBA 42421	Security Analysis And portfolio Management		4	4	30	70	100	3 Hrs
MBA 42422	Financial Risk Management		4	4	30	70	100	3 Hrs
MBA 42423	Financial Services		4	4	30	70	100	3 Hrs
	Human Resource Management							
MBA 42431	International Human Resource Management		4	4	30	70	100	3 Hrs
MBA 42432	Strategic Human Resource Management		4	4	30	70	100	3 Hrs
MBA 42433	Labour Legislations		4	4	30	70	100	3 Hrs
MBA 42003	Project dissertation		8	--	--	--	100	
	Project Viva – Voce						50	
	Project Seminar						50	
	Total		32				800	

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DEPARTMENT OF BUSINESS MANAGEMENT

I Semester

MBA 12001: PRINCIPLES OF MANAGEMENT

Course Objective: On successful completion of the course the students should have :

- a. To familiarize the students with management theory, functions, principles and practices of management.
- b. Learnt the scientific decision making process and problems and solving techniques and also learn the modern trends in management.

Learning Outcomes:

- Management principles deal with human traits and, hence, are employed creatively.
- Planning functions of management provide a very useful way of classifying the activities of managers engaged in as they attempt to achieve organizational goals
- Understand the role of top, middle and lower levels of management
- Describe the qualities of a good leader
- A good management control system stimulates action by spotting the significant variations from the original plan and highlighting them *for* the people who can set things right

UNIT-I: INTRODUCTION

Management - Meaning - Characteristics - Administration Vs Management - Scope of Management - Importance of Management - Functions of Management - Levels of Management - Skills of Management — Leader Vs. Manager - Scientific Management - Meaning - Definition - Objectives - Criticism – Fayol’s 14 Principles of Management .

UNIT-II: PLANNING

Meaning - Definition - Characteristics - Types of Plans - Advantages and Disadvantages – Approaches to Planning - Management by Objectives (MBO) - Steps in MBO - Benefits - Weaknesses

ORGANIZING

Organizing-Meaning, Definition –Organization Meaning, Definition - Process of Organizing - Principles of Organization - Types of Organization - Formal and Informal Organizations - Line, Staff Organizations - Line and Staff Conflicts - Functional Organization - - Span of Management - Meaning - Determining Span - Factors influencing the Span of Supervision.

UNIT-III :DELEGATION AND DECENTRALIZATION

Authority – Meaning - Delegation - Definition - Characteristics: - Elements - Principles, Types of Delegation - Importance of Delegation : - Factors Influencing Degree of Delegation - Barriers - Guidelines for Making Delegation Effective - Centralization - Meaning – Decentralization- Meaning - Difference between Delegation and Decentralization.

UNIT-IV: COORDINATION AND CONTROL

Meaning - Definition - Principles of Coordination – Importance- Process of Coordination- techniques of Effective Coordination - Control - Meaning - Definition – relationship between planning and control- Steps in Control – Types (post, current and pre-control) - Requirements for effective control.

Reference Books

1. Agarwal R D Organisation and management – Tata McGrawhill.
2. Koontz and Weichrich Essentials of management – Tata McGrawhill
3. Aswathappa K. Human Resource and personnel Management, Text and cases-Tata McGrawhills.
4. Sherlekar- S.A Management – Himalaya publishing house.
5. Robbins Stephen.p and Mary coulter – management – PH1 publisher.

MBA 12002 - Organisational Behaviour

Program Educational Objectives

This enables the students in understanding of :

1. Various management concepts and theories of organization behavior.
2. Human behavior in business organizations and its influence on organizational change, development and effectiveness.
3. Individual behavior, communication, conflict and various management styles, motivational theories and coordination in the work environment structure, culture and change human resources.
4. Behaviour in organizations including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making and motivational theories.
5. Group behaviour in organizations, including communication, leadership, power and politics, conflict and negotiations.

Expected Course Outcomes

After successful completion of this paper, the students are able to:

1. Describe how people behave under different conditions and understand why people behave as they do.
2. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Explain how organizational changes and culture affect working relationships within organizations.
5. Build the team spirit for institutional advancement and professional growth.

UNIT-I: Organizational Behaviour (OB): Nature and Scope – Significance - Limitations of Organizational Behaviour - OB as an Interdisciplinary Approach - Models of OB - Emerging Challenges of OB in the 21st Century.

UNIT-II: Individual Dynamics: Personality - Perception - Motivation – Concept - Theories - Maslow's Need Hierarchy- Two factor theory – ERG Theory.

UNIT-III: Group Dynamics: Concept-Types of Groups- Group Formation- Group Cohesiveness; Leadership–Concept - Leadership Theories–Trait Theory–Behavioural Theory–Fiedler Contingency Theory- Managerial Grid Theory; Conflict Management- Conflict Management Techniques

UNIT-IV: Organisational Dynamics: Organizational Culture – Organizational Change-Concept– Resistance to Implementation of Change – Organizational Effectiveness –Organizational Development: Concept-Organizational Development Interventions.

Suggested Books

1. Prasad, L.M., Organizational Behaviour, S. Chand Publications.
2. Aswathappa, K., Organizational Behaviour, HPH, New Delhi.
3. Fred Luthans, Organizational Behaviour, Tata McGraw Hill.
4. Stephen P. Robbins, Organizational Behaviour, Pearson Education.
5. Arun Kumar N Meenakshi., Organizational Behaviour, VPH.
6. Dr. Deepak Kumar Sahoo., Organisational Behaviour, Sun Rise International Publishers, Hyderabad.
7. Dale, Organizational Behaviour, Sage Publications.
8. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson, Management of Organizational Behaviour, Utilizing Human Resources, PHI.

MBA12003 – MANAGEMENT COMMUNICATION

Course objective: To train students to enhance their skills in written as well as oral Communication. This course will help students in understanding the principles & techniques of business communication.

Outcome: after completion of the course, students will be able to knowledge on written and oral communication, role of communication in business, models of communication, presentations etc.,

Unit 1:-

Importance of Communication. Listening Skills. Non verbal communication skills. Working in teams. Roles in teams. Decisions in teams.

Unit 2:-

Writing with purpose. Directness and indirectness in good and neutral news messages, bad news and persuading messages . Writing, 'resume' and job search process. Selecting right medium for messages.

Unit 3:-

Basics of report writing. Types of reports and their formats. Proposals. Essentials of grammar, Mechanics and usage.

Unit 4:-

Public speaking. Using visual aids. Preparing for interviews. Traits of great orators.

Suggested Books:

1. K. Bhardwaj, Professional Communication, IK Int. Pub. House, New Delhi.
2. Krizan, Merrier, Logan and Williams, Effective Business Communication, 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 Edition, Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers
7. Meenalshi Raman – Business Communication Oxford University Press
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.
9. Bovee and Thill: Business Communication Today, MacGraw-Hill, Second Edition
10. Guffey M. E.: Business Communication Process & Product, Thompson, South – Western

MBA12004: MANAGERIAL ECONOMICS

Course objectives:

The course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organization under different market conditions. The course aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government. This course will enlighten the students to apply various techniques of economics in embracing business challenges

Learning outcomes: Relation of Managerial Economics with other disciplines and its relationship with management; understand the demand for and supply of the firm's products; Managerial decision under different market conditions; Importance of Production function; Causes and consequences of Inflation

Unit-I: Introduction

Managerial Economics - Nature and Scope - Principles – Objectives of the Firm - Theory of the Firm, Role and Responsibilities of a Managerial Economist.

Unit-II: Demand and Supply Analysis

Law of Demand - Demand Function - Determinants - Demand Estimation - Methods of forecasting for Existing and New Products ; Law of Supply - Determinants of Supply.

Unit-III: Cost and Production Analysis

Cost Concepts - Cost Output Relationship in Short run and Long run - Cost Control and Reduction; Production Function - Cobb Douglas Production Function.

Unit-IV: Profit and Price Analysis

Nature and Theories of Profit - Cost Volume Profit Analysis - Profit Planning and Forecasting; Competition - Types of Competition; Pricing Policies and Strategies - Pricing Methods.

Reference Books

1. Managerial Economics Theory and Applications. Dr D.M. Mithani, Himalaya publishers
2. Managerial Economics R.L Varshny, K.L Maheshwari, sultan Chand publishers
3. Managerial Economics analysis, problems P.L Mehatha, sultan Chand publishers
4. Managerial Economics D.N Dwivedi, Vikas Publishers

MBA12005: RESEARCH METHODOLOGY AND BUSINESS ANALYTICS

Course Objective: On successful completion of the course the students should familiarize with doing research work and analysing big data which helps management in taking decisions.

Learning outcomes: On successful completion of the course the student will be able to:

- Identify the overall process of designing a research study from its inception to its report.
- Apply appropriate analytical methods to find solutions to business problems that achieve stated objectives.
- Calculate and interpret the correlation between two variables.
- Calculate the linear regression equation for a set of data and know basic assumptions behind regression analysis.
- Explore small and large sample data to create testable hypothesis and identify appropriate statistical tools.

Unit-I

Introduction to Research Methodology

Basic concepts - meaning and characteristics of scientific research.

Factors affecting, steps or stages in research and research process

Types of research - experimental and non experimental, laboratory experiments and field experiments and quasi experiment

Quantitative and Qualitative Research, Ex-post Facto research, Survey research and types of experiments.

Unit-II

Identification of Problem

Problem: Types of problems, identifying a research Problem

Variables: Independent, dependent and intervening variable

Experimental group and control group.

Hypotheses: The nature and types of hypotheses, stating a hypotheses, stating a hypotheses, criteria of hypotheses and functions of hypothesis.

Unit-III

Sampling & Data Collection

Concept of Population, sample and sampling

Types of sampling - Random, Stratified, Purposive, Incidental and multi stage sampling.

Issues related to selection of sample size

Data collection & presentation: Primary data observation method/ Personal interview, survey method, questionnaire) secondary data.

Unit-IV

Ethical Consideration and Report Writing

Ethics in human research: APA guidelines.

Scientific fraud and monitoring ethical practice. Presenting research results:

Report Writing: Meaning of Interpretation - Techniques of Interpretation - Precaution in interpretation - significance of report writing - different steps in writing report

Layout of the research report - types of reports - mechanics of writing a research report - precautions for writing research reports

Reference Books

1. N.D. Yohra, 2001, Quantitative Techniques in management, Tata McGraw Hill
2. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, 2007, Quantitative analysis for Management, 9th Edition, Pearson publication
3. Gupta S.P. Statistical Methods. Sultan chand and sons, New Delhi. 2005
4. C.R. Kothari, Research Methodology: Methods and Techniques, 2/e, VishwaPrakashan, 2006.
5. William G. Zikmund, Business Research Methods, Thomson, 2006.
6. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
7. James R. Evans, Business Analytics Methods, Models and Decision, Pearson, 2015
8. Shashi K. Gupta & Praneet Rangi Kalyani Pub. Business Analytics
9. Sahil Raj, Business Analytics, Cengage Learning India Pvt.Ltd., 2015.

MBA12006 – ACCOUNTING FOR MANAGERS

Course Objective: 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.

Course Outcomes: Upon Successful completion of the course, students will be able to Understand the fundamentals of financial accounting, the principles and concepts underlying them.

Construct the financial statements viz., the Income Statement and Balance Sheet

Gain practical knowledge on valuation tangible and intangible assets

Exploit the issue and forfeiture of shares.

UNIT – I

Accounting: Scope-Nature

Objectives-Principles

Concepts- Users of Accounting information

Classification of accounts - Journal – Ledger – Trial balance.

UNIT – II

Financial Statements

Capital and Revenue items

Trading and Profit & Loss Account and Balance sheet

Accounting for intangible assets.

UNIT – III

Elements of Cost

Classification of costs

Marginal costing

Activity Based costing.

Functional and Activity based budgeting

Standard costing and Variance analysis.

UNIT – IV

Computerization of Accounts

Advantages

Disadvantages

Accounting information system

Use of Tally packages.

Reference Books

- S.N. Maheswari, Accounting for Management, Sultan Chand Publishing House Pvt.
- Jain S.P, Narang K.L and Simmi Agarwal, "Accounting For Managers", Kalyani Publishers, New Delhi.
- Wild. J.J., Subramanyam, K.R. Halsey, R.F., Financial Statement analysis
- NarayanaSwamy, "Financial Accounting: A Managerial Perspective",
- Prasad, G. "Financial Accounting and Analysis" Jai Bharat Publishers, Guntur.
- Ramachandran and Kakani, "Financial Accounting for Management", TMH
- Prasad, G. "Accounting for Managers", Jai Bharat Publishers, Guntur.

MBA12007: INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Objective : The primary objective of this course is to familiarise the student with basic concepts of information technology and their applications to business processes. To elevate students' awareness of information technology and develop an in depth and systematic understanding of key aspects of IT Management.

Learning Outcomes: On successful completion of the course the student will be able to:

- Identify the overall structure and process of computer system and its type and application in management,
- Work with MS-Office tools like MS-Word, Ms-Excel and MS-Powerpoint for personal use and office use,
- Understand the Management Information System concepts and SDLC process and DSS and GDSS concepts
- Familiarise with the Information Technology tools and trends in present day scenario.

Unit-1: Introduction

Computer Definition - Characteristics and Limitations of Computer Hardware - Generations of Computer, Classification of Computers, Applications of Computer, Basic Components of PC, Computer Architecture - Primary and Secondary Memories - Input and Output Devices- Operating System- Function of Operating System- Types of Operating System- Languages and its Types

Unit-2: MS Word

Word Processing - Features - Advantages and Applications - Parts of Word Window-Toolbar- Creating, Saving, Closing, Opening and Editing of a Document - Moving and Copying a Text- Formatting of Text and Paragraph- Bullets and Numbering-Find and Replace - Insertion of objects- Headers and Footers- Page Formatting- Auto Correct- Spelling and Grammar- Mail Merge- Macros.

Unit-3: MS Excel

Features - Spread Sheet-Workbook - Cell - Parts of a window - Saving, Closing, Opening of a Work Book - Editing - Advantages - Formulas - Types of Function - Templates - Macros - Sorting- Charts - Filtering - Consolidation - Grouping- Pivot Table.

Unit-4: MS Power Point

Introduction - Starting - Parts - Creating of Tables - Create Presentation - Templates-Auto Content Wizard - Slide Show-Editing of Presentation - Inserting Objects and charts.

Unit-5: MS Access

Orientation to Microsoft Access - Create a Simple Access Database - Working with Table Data - Modify Table Data - Sort and Filter Records - Querying a Database - Create Basic Queries - Sort and Filter Data in a Query - Perform Calculations in a Query - Create Basic Access Forms - Work with Data on Access Forms - Create a Report - Add Controls to a Report - Format Reports.

REFERENCE BOOKS

1. RohitKhurana, Introduction to Information Technology, Pearson Education.
2. ITL education: Introduction to Computer Sciences, Pearson Publishers
3. Hunt and Shelly: Computers and commonsense, PHI publishers.
4. Dhiraj Sharma, Information Technology for Business, Himalaya Publishing House.
5. Kenneth C. Laudon and Jane P. Laudon: Management Information System, Eighth edition Prentice Hall of India.
6. Jawadekar W.S., Management Information System, TaTa McGraw Hill Publishing Company Limited, New Delhi.
7. James A.O Brien: Management Information Systems, TaTa McGraw Hill Publishing Company Limited, New Delhi.
8. Effy OZ, Management Information System, Vikas Publishing House.
9. Gordon B. Davis and Margrethe H. Oison, Management Information System, TaTa McGraw Hill Publishing Company Limited, New Delhi.
10. C.S.V. Murthy: Management Information System, Himalaya publishing House.

MBA12008 – HUMAN VALUES AND PROFESSIONAL ETHICS

Course Objective : To create awareness, Conviction and commitment to Values and Ethics for improving the quality of life through education and for advancing social and human well being.

Learning Outcomes: After completion of the course the students learn about morals, Values, work ethics and learn to respect ethics and develop civic virtue.

UNIT – I

Definition and Nature of Ethics – Its relation to Business and Environment. Need and Importance of Professional Ethics – Goals – Ethical Values in various Professions – Ethical theories about right action.

UNIT –II

Nature of Values – Good and Bad, Ends and Means, Actual and potential Values, Objective and Subjective Values, Analysis of basic moral concepts –right, ought, duty, obligation, justice, responsibility and freedom, Good behavior and respect for elders – moral development theories.

UNIT – III

Value education – definition and its relevance to present days – Concept of human values – self introspection – self esteem – family values – components – structure – and responsibilities of family – neutralization of anger – adjustability – threats of family life-Time allotment for sharing ideas and concerns.

UNIT –IV

Business ethics –Ethical standards of business – Immoral and illegal practices and their solutions – characteristics of ethical problems in management – causes of unethical behavior – ethical abuses and work ethics.

UNIT – V

Environmental and social ethics: ethical theory, man and nature, ecological crisis issues related pollution, waste, climate change, energy and population, social issues – human rights violation and social disparities.

References:

1. R.S. Naagarazan –A TEXT BOOK ON PROFESSIONAL ETHICS AND HUMAN VALUES – New age International (p) Ltd.
2. M.Govindarajan, S. Natarajan, V.S. Senthil Kumar – PROFESSIONAL ETHICS & HUMAN VALUES.
3. R.R.Gran, R.Sangal, G.P. Bagania – FOUNDATION COURSE IN HUMAN VALUES & PROFESSIONAL ETHICS.
4. Jayashree Suresh, B.S. Raghavan – HUMAN VALUES AND PROFESSIONAL ETHICS.

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DEPARTMENT OF BUSINESS MANAGEMENT

II Semester

MBA22001: MARKETING MANAGEMENT

Program Educational Objectives

This enables the students in understanding of :

1. Conceptual framework of marketing and its applications in decision making
2. Requirements for effective segmentation to sustain product demand in the market
3. Factors determining consumer behavior and various decision models
4. Significance of 4P's in marketing of goods and services.
5. Day-to-day contemporary developments and challenges in marketing of goods and services

Expected Course Outcomes

After successful completion of this paper, the students are able to:

1. Obtain awareness about the current trends in marketing
2. Build conceptual knowledge on the life cycle stages of a new product.
3. Analyse the decision process and factors influencing buying behavior
4. Design the promotion-mix strategies, advertising campaigns and distribution channels.
5. Take proactive measures while taking marketing decisions after the sales.

UNIT-I: Introduction: Importance and functions of Marketing - Approaches to Study Marketing - Rural Marketing - Urban Marketing - Modern Marketing - Traditional Vs. Modern Marketing - Tele Marketing - Digital Marketing.

UNIT-II: Market Targeting: Selecting Target Markets - Market Segmentation - Product Mix - PLC Stages - New Product Development Process.

UNIT-III: Consumer Behavior and Marketing Research: Buying Decision Process - Buyer Behaviour Models; Marketing Research Process - Ethical Issues in Marketing Research

UNIT-IV: Channel and Promotion Management: Types of Channel Members - Sales Promotion - Sales Promotion Methods - Advertising - Ecological Aspects of Marketing.

Suggested Books

1. Philip Kotler; Marketing Management, Pearson 2007 New Delhi.
2. S.A. Sherlekar, R. Krishnamoorthi, Marketing management-2015 HPH Hyderabad.
3. V. Murali Krishna and K. Archana, Marketing Management, Seven Hills International Publishers, Hyderabad
4. Biplab Bose, Marketing Management, Himalaya Publication, New Delhi.
5. William J. Stanton, Charles Futrell, Fundamentals of Marketing, Tata McGraw Hill.
6. E. Jerome, McCarthy, Essentials of Marketing, PHI.
7. Cundiff EW, Richard RS, Norman, A.P, Govani, Fundamentals of Modern Marketing, TMH.
8. David J L Hugh, G, Donald A. Taylor, Ronald S. Rubin, Marketing Research, Pearson Publication.
9. Ralph Wesfall, Stanley F. Starch, Marketing Research (Text and Cases), Prentice Hall.
10. Boyd and Westfall, Marketing Research- Text and Cases, Dreamtech Press.
11. S.A. Sherlekar, Marketing Management, Himalaya Publishing House.

MBA22002: PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

Program Educational Objectives

This enables the students in understanding of :

1. Basic knowledge of Human Resource Management in business.
2. Concepts, practices and functions within the field of human resource management.
3. Necessary HR skills that are required by HR professionals
4. Effective management and planning of HR functions within organizations
5. Contribution of employee performance management and organizational effectiveness

Expected Course Outcomes

After successful completion of this paper, the students are able to:

1. Know about the nature of human resource management, the broad range of influences acting on human resource management.
2. Understand the methods of recruitment, selection process.
3. Recognize the performance appraisal of human resources in business and also on Knowledge and application of performance assessment methods, improvements and resultant in terms of employee service condition reviews.
4. Analyze various compensation plans and benefits and services.
5. Gain familiarity about the importance of training and development and its methods.

UNIT-I: Introduction to Human Resource Management: Concept–Role – Functions – Contemporary Issues in HRM – Strategic Human Resource Management – Horizons and Challenges of Challenges in the 21st Century.

UNIT-II: Acquisition of Human Resources: Human Resource Planning – Definition – Objectives – Process –Job Analysis – Recruitment – Factors Affecting Recruitment –Prerequisites of a good recruitment Policy- Source of Recruitment.

UNIT-III: Employee Selection: Process of Selection – Selection Policy- Essentials of Selection procedure- Steps in selection procedure- Employer and Employee Relations –Importance –Workers Participation in Management -Collective Bargaining.

UNIT-IV: Employee Training and Development: Importance – Principles of Training - Training Methods - Methods of Performance Appraisal System – Compensation Management - Incentives and fringe benefits.

Suggested Books

1. Aswathappa K. Human Resource and Personnel Management Text and Cases, Tata McGraw Hill.
2. Edwin B. Flippo, Principles of Personnel Management, McGraw Hill.
3. V. Murali Krishna and A. R. Ashok Gowda, Human Resource Management, Seven Hills International Publishers, Hyderabad
4. Venkata Ratnam C.S. Managing People, Global Business Press, New Delhi.
5. N.K. Singh, Human Resource Management, Excel Publications.
6. P. Subbarao, Human Resource Management, Himalaya Publishing House, New.
7. David Ulrich, Human Resource Management Champions, Harvard Business School Press.

203– FINANCIAL MANAGEMENT

Program Educational Objectives

This enables the students in understanding of:

1. Key issues involved in financial management and effective decision making
2. How corporations make effective investment decisions regarding the working capital and capital budgeting
3. Measures of cost of capital and financial leverage to form long-term financial policies for business.
4. Various policies and theories for taking effective dividend decision
5. Skills required for corporate restructuring to meet the current requirements

Expected Course Outcomes

After successful completion of this paper, the students are able to:

1. Measure the risk and return of the various capital budgeting proposals
2. Estimate the management of cash, inventory and receivables for planning working capital
3. Describe how people analyze the corporate leverage under different conditions
4. Analyze and implement suitable financing decisions for evaluating capital structure and cost of capital
5. Seek employment as financial manager, financial analyst, cash manager, project consultant etc

UNIT-I: Financial Management: Objectives– Finance Function– Role of Financial Manager – Time Value of Money; Capital Budgeting Process– Capital Budgeting Techniques: Traditional and Modern (Theory & Problems).

UNIT-II: Working Capital Management: Operating Cycle– Determinants - Cash Management – Receivables Management– Inventory Management (Theory & Problems).

UNIT-III: Financing Decisions: Capital Structure– Concept– Determinants of Capital Structure; Leverages– Cost of Capital – Source of finance (Theory & Problems).

UNIT-IV: Dividend Decision: Forms of Dividend - Dividend Theories (Theory & Problems) Corporate Restructuring: Corporate Mergers and Acquisitions and Takeovers– Different Approaches for Valuation (Theory only).

Suggested Books

1. Van Horne, James C, Financial Management, Prentice Hall of India, New Delhi.
2. M. Thejomoorthy, Financial Management, Seven Hills International Publishers, Hyderabad
3. Khan MY and Jain PK, Financial Management, Tata McGraw Hill Publishers. New Delhi.
4. Prasanna Chandra, Financial Management, Tata McGraw Hill Publishers. New Delhi.
5. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi.
6. Kulkarni P. V., Financial Management, Himalaya Publishing House, New Delhi.
7. Brealey & Myres, Principles of Corporate Finance, McGraw Hill, New York
8. Ross S.A., Westerfield, R.W. and Jordan, B.D., Fundamentals of Corporate Finance, TMH.
9. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill.

Course Objective:The Objective of the course is to enable students to understand the production Planning and Controlling aspects of a typical production and operations organization.

Learning outcomes: Core features of Production Management function, gaining knowledge to run work systems effectively, analyzing various facility alternatives, Plan and implement suitable quality control measures in quality circles, better understanding of modern production tool.

Unit-I

Production Management: Nature of Production - Scope of Production Management - Production System - Work Study - Method Study - Steps in Method Study - Time Study - Different time study techniques.

Unit-II

Plant Location: Different location - Merits - Demerits - Plant Layout - Types of Layouts - Plant Maintenance - Preventive and Break down maintenance.

Unit-III

Production planning and control: Scheduling - Job shop - Flow Shop - Line balancing.

Unit-IV

Materials Management: Classification - Codification - Inventory models (Determinative Models Only).

Quality Control: Control Charts - Acceptance Sampling - OC Curve.

Reference Books

- 1.Production Management, Martand T. Telsang S. Chand Publishers
- 2.Production and Operations Management K. Aswathappa, K.ShridharaBhat Himalaya Publishing House
- 3.Production and Operations Management R. Pannerselvam PHI publishers
- 4.Production and Operations Management S.N Chary McGraw Hill
- 5.Production and Operations Management -Text and cases UpendraKachru, Excel Books

Course Objectives: This module aims to impart knowledge to students the concepts and tools of operations research, understand mathematical models used in operations research and apply these techniques constructively to make effective business decisions.

Learning outcomes:On completion of the course the student will be able to:

- Formulate real-world problems as a linear programming model and describe the theoretical workings of the graphical, simplex and Big-M methods, demonstrate the solution process by hand and solver.
- Formulate transportation and assignment problems and describe theoretical workings of the solution methods for transportation and assignment problems, demonstrate solution process by hand and solver.
- Design and solve PERT/CPM.
- Simulate different real life probabilistic situations using Monte Carlo simulation technique.
- Apply the knowledge of game theory concepts to articulate real-world decision situations for identifying, analyzing, and practicing strategic decisions to counter the consequences.

UNIT- 1

Linear Programming problem Mathematical formulation, assumptions in linear programming, graphical method of solution, simplex method, Big-M method and Two phase method, Dual simplex method.

Integer Programming Introduction, Gomory's cutting plane method, Fractional cut method- Mixed integer and branch and bound techniques.

Transportation Problem-General transportation problem, Finding an initial basic feasible solution, Loops in transportation tables, Degeneracy, Optimality method-MODI method.

Assignment Problem- Hungarian Method, Traveling salesman problem.

Unit-2

Game Theory Introduction, two-person zero-sum games, some basic terms, the maxmini-minimax principle, games without saddle points-Mixed Strategies, graphic solution of $2 \times n$ and $m \times 2$ games, dominance property.

Simulation Introduction, Definition of Monte-Carlo Simulation.

Unit-3

Dynamic Programming Introduction, The Recursive equation approach, Algorithm, Solution of a L.P.P by Dynamic Programming.

Sequencing Models-Processing n jobs through 2 machines, n jobs through 3 machines, two jobs through m machines.

Networking Analysis CPM & PERT – Network minimization, shortest route problem, maximal-flow problem, Project scheduling, critical path calculations, PERT calculation.

Unit-4

Queuing Theory Introduction, Queuing system, Elements of Queuing system, Characteristics of Queuing system, Classification of Queuing Models, Poisson Queuing systems-Model I (M/M/1): (∞ :FIFO)-Characteristics of Model I and waiting time characteristics. Characteristics of (M/M/1):(N/FIFO), (M/M/C):(∞ /FIFO), (M/M/C):(N/FIFO)-all without derivation.

Reference Books

- 1, Shenoy, G.V. Srivastava, V. K. and Sharma S.C., “Operations Research for Management”.
2. Kantiswaroop, Man Mohan and Gupta, Operations Research.
3. Goel and Mittal, Operations Research.
4. Sharma S.K. k.,Operations Research.
5. Hamdy, A. Taha:Operations Research: An introduction, prentice Hall of India New Delhi
6. R.Panneerselvnam PHI 2nd Ed. Operations Research

MBA 22006 – BUSINESS ENVIRONMENT

Course Objective: The present course aims at familiarizing the students with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations and also the students understand the legal and regulatory framework for doing business in India.

Learning Outcomes: On completion of the course, the student would

- Be aware of dimensions of the Business Environment.
- Analyse the impact of culture and technology on business.
- Explain the economic trends and effect of Government policies as LPG.
- Be acquainting with the various legal frame works in India pertaining to Business.

UNIT-I: Business Environment: Concept - Nature and Scope -Elements of Business Environment - Techniques of Environmental Analysis - Changing Dimensions of Business Environment.

UNIT-II: Economic Environment of Business: Introduction - Economic Systems - Economic Policies - Role of Public Sector in Economic Development - Economic Reforms, SEZs.

UNIT-III: Socio-Cultural, Political and Legal Environment: Introduction - Socio-cultural Environment - Political Environment - Social Responsibilities of Business; Legal Environment - Consumer Protection Act.

UNIT-IV: Technological and Global Environment: Technological Environment - Technological Implications; Global Environment: Nature and Scope - Multi National Corporations (MNCs) - Emerging Challenges of Global Business - FEMA.

Suggested Books

1. Aswathappa. K, Essentials of Business Environment, Himalaya Publishing House, New Delhi.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi.
3. Kohli.S.L. and Resutra N.K, Business Environment, Kalyani Publishers, New Delhi 2005.
4. K. Maneiah, Business Environment and Policy, StudentsHelpline Publishing House (P) Ltd, Hyderabad
5. Fernando A.C, Business Environment, Pearson Education, New Delhi.
6. Misra.S.K, and V.K.Puri, Indian Economy, Himalaya Publishing House, New Delhi, 2008.
7. Agrawal. A.N., Indian Economy: Problems of Development and Planning, New Age Publications, New Delhi, 2008.
8. Misra.S.K., and V.K.Puri, Economic Environment of Business, Himalaya Publishing House, New Delhi, 2008.
9. Raj Agrawal, Business Environment, Excel Books, New Delhi, 2008.

MBA22007: DYNAMICS OF LEADERSHIP

Objectives: The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to attain objectives of the enterprise in a conducive environment.

Outcomes: After completion of the course the student will be able to inspire, influence, guide and lead others to participate and attain the common goal.

Unit -I

Introduction: meaning, nature and importance, impact of leadership on organizational performance, leadership roles, types of leadership, framework for understanding leadership, traits, motives and characteristics of leaders.

Unit -II

Effective Leadership behavior and attitude: Task-related attitudes and behavior, Relationship oriented attitudes and behavior, 360-degree feedback for fine-tuning a leadership approach,

Unit-III

Leadership styles – classical leadership style, boss-centeredVs employee-centered leadership continuum, the autocratic, participative, free-rein continuum, the leadership grid style, the entrepreneurial leadership style, gender difference in leadership style, selecting the best leadership style, Leadership theories

Unit-IV

Developing team work: team leadership vs. solo leadership, advantages and disadvantages of group work and team work, the leader role in the team-based organization, leader actions that foster teamwork, outdoor training and team development, the leader- member exchange model and teamwork.

Unit-V

Leadership development: development through self-awareness and self-discipline, development through education, experience, and mentoring, leadership development programs, evaluation of leadership development efforts, leadership succession.

Text books

1. Andrew J. DuBrin, Leadership, Biztantra, New Delhi.
2. Gary Yukl, Leadership in organizations, Pearson Education, New Delhi.

OPEN ELECTIVE

MBA 22008: TALENT AND KNOWLEDGE MANAGEMENT

Course Objective: The main objective of this paper is to enable the students understanding the significance of Talent and Knowledge Management in today's business scenario.

Learning Outcome:

Students will be able to understand

1. Talent Management Process
2. Knowledge management aspects
3. Knowledge management assessment and solutions

Unit – I: Introduction : Meaning and importance of talent management, Designing and building a talent reservoir, Segmenting the Talent Reservoir, Talent Management Grid, Creating a talent management system, Institutional strategies for dealing with talent management.

Unit – II : Competency Management : Meaning, characteristics, types–Steps in developing a valid competency model, Talent management information systems; Developing a talent management information strategy, Role of leaders in talent management.

UNIT-III: Introduction to KM & Role of IT: Meaning & Importance of Knowledge Management, Data–information - Knowledge - Wisdom interrelationship, Organizational knowledge: Characteristics and components of organizational knowledge, Building knowledge societies, Role of Information Technology in Knowledge Management System.

UNIT-IV: Future of Knowledge Management & Industry Perspective: knowledge management in manufacturing and service industries, Knowledge management in finance, Knowledge management in marketing, Business ethics and Knowledge Management, Challenges and future of knowledge management.

UNIT-V: Knowledge Management Process: Stages of Knowledge Management process, Knowledge Capital vs. Physical Capital, Knowledge Management Strategies, Factors influencing Knowledge Management, Web portals, Information architecture – Net banking in India.

Suggested Books

1. Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.
2. Thorne & Pellant, “The Essential Guide to Managing”, Viva Books.
3. Stuart Barnes (Ed) “Knowledge Management Systems”. Cengage Learning.\
4. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, 2004, Tata McGraw Hill edition.
5. Ed by Larry Israelite, “Talent Management”, ASTD Press.
6. Sajjad M Jasmuddin, “Knowledge Management”, 1st ed, 2009, Cambridge.
7. Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning
8. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition.

Course Objective: The course aims to acquaint with fundamentals of management and various functional areas of management.

Learning Outcome:

- To Apply elements of effective decision making to areas that are central to career development
- To have an understanding of the basic concepts, and processes of communication
- To obtain knowledge and understanding of the key concepts of marketing and enables to apply to the practical situations in workplace
- To strategically plan for the human resources needed to meet organizational goals and objectives
- To aim at familiarizing the participants with the skills related to basic principles, tools and techniques of Financial Management

Unit – I:

Fundamentals of Management: Concept – Significance – Functions – Principles - Role and Responsibilities of a Manager – Management is an Arts Or Science – Concept of MBO – Management vs Administration – Advantages - Limitations.

Unit-II

Introduction to Business: Concept - Nature – Features – Types of Business – Business Vs Trade – Business Communication and its importance – Goal setting – Types of Strategies.

UNIT – III:

Marketing Management: Concept of Marketing –Nature – Scope – Distinction between Marketing and selling – Marketing Mix – Steps in New Product Development – Product life Cycle – Process of Marketing Research – Marketing Strategies – e-Marketing – Social Marketing.

UNIT-IV:

HRM: Concept – Nature – Objectives – Significance - functions – Role of HR Manager – HR Planning – Recruitment Process – Sources of Recruitment – Methods of Recruitment – Job Induction – Job Description - Job Specification – Job Analysis – Job Evaluation Process – Training and Development – Career Planning and Development Methods – Leadership – Motivation – Stress Management.

UNIT- V:

Financial Management: Concept – definitions – Nature – Scope – Objectives – Significance – Financial Decisions – Sources of Finance – concept of Cost of Capital Importance – classifications of costs – Computation of Specific Source of fund cost – WACC Concept of working capital Management – Objectives – Sources of W.C – Kinds of W.C – Components of W.C – Importance – Operating cycle – Cash Conversion cycle – Estimation of working capital – Dividend Policy – Issue of Dividend and Bonus Shares.

Reference Books:

- 1.PhilipKotler, Marketing Management, Pearson Education.
- 2.HeinzWeirich and Harold Koontz, Management, TMH.
- 3.I.M.Pandey, Financial Management, Vikas Publishers.
- 4.GarryDessler, Human Resource Management, Pearson Edition.