

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY KAKINADA:**  
**KAKINADA**  
**School of Management Studies**  
**M.B.A. Regular**  
**(w.e.f academic year 2009-2010)**  
**Syllabus**

**Semester - I**

**Management Theory and Practice**

1. Management – definitions, scope and importance - types of managers; managerial roles and functions; Science or Art? Internal and External environment - Administration vs. Management, – Managing people and organizations in the context of New Era- Managing for competitive advantage - the Challenges of Management - Corporate Social responsibility- Managerial Ethics.
2. Perspectives on Management: Evolution of Management- Various approaches to management- Global perspectives of management- Role of communication in management.
3. Planning: Nature and principles of planning, Steps in planning, types of planning, Levels of planning – The Planning Process-MBO. Decision making-role-significance – decision making process-decision tree analysis. Co-ordination-principles.
4. Organizing: Nature of organizing-principles – organization levels and span of management- Organizational design and structure – departmentation, line and staff concept, staffing – delegation, centralization and decentralization of authority – responsive organization.
5. Leading: Dimensions of Leadership – Leading Vs Managing – approaches to leadership – leadership behavior and styles – leadership skills – leadership in cross-cultural environment – evaluation of leader – women and corporate leadership – Motivation theories – group dynamics - team, inter-group behavior, conflict and negotiation skills and conflicts management.
6. Controlling: Nature and importance – process – feedback system – Requirement for effective control – control techniques. Modern techniques of control..

7. Total Quality Management: Definition and importance – evolution of TQM – different dimensions – quality management philosophies and practices.

8. Case Study: Compulsory. Relevant cases have to be discussed in each unit.

### References

1. Koonz, Weihrich and Aryasri: “*Principles of Management*”, Tata McGraw Hill, 2004.
2. Daft: “*The New Era of Management*”, Cengage Learning , New Delhi, 2009.
3. Rao, VSP: “*Management Text and cases*”, Excel books, New Delhi
4. Stoner, Free man and Gilbert: “*Management*”, Pearson Education, New Delhi, 2002
5. Prem Vrat, K.K.Ahuja, P K Jain: “*Case Studies in Management*”, Vikas Publishing House Limited, 2002.
6. Mrityanjay Kumar Srivastava: “*Transformational Leadership*”, Macmillan India Limited, 2003
7. Ramaswamy,T: “*Principles of Management*”, Himalaya Publishing House, Mumbai, 2008.
8. Meeenakshi Gupta: “*Principles of Management*”, PHI Private Limited, New Delhi, 2009.
9. J S Chandan: “*Management Theory and Practice*”, Vikas Publishing House Limited, 2009
10. Robert KReitner, Mamata Mohapatra: “*Management*” Biztantra, dreamtech Press, New Delhi, 2008
11. Anil Bhat, Arya Kumar: “*Management*”, Oxford University, New Delhi, 2008.
12. Schermerhorn Jr.: “*Management* “, Wiley-India, New Delhi, 2008.
13. Gupta R S, Sharma B D Bhalla N S: “Principles and Practice of Management”, Kalyani Publications, Hyderabad, 2008.

## **Managerial Economics**

1. Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, - The role of managerial economist.
2. Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.
3. Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand – Measurement of Price Elasticity of Demand - Demand determinants – Need for Demand forecasting, forecasting techniques. Supply Analysis – supply function, the Law of Supply, Elasticity of Supply.
4. Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale-
5. 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.
6. 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.
7. Profit Management: Nature, scope, Theories of profit including modern theory - Measurement policies, Cost – Volume- Profit Analysis. Objectives of the firm: Theories of a firm.
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit.

## **References**

1. Hirschey: “*Economics for Managers*”, Cengage Learning, New Delhi, 2009
2. M.L Trivedi: “*Managerial Economics*”, Tata Mc-Graw Hill, New Delhi, 2004
3. Siddiqui S A, Siddiqui A S: “*Managerial Economics and Financial Analysis*”, New Age International Publishers, New Delhi, 2008.
4. Craig H. Petersen, Cris Lewis, Sudhir k Jain: “*Managerial Economics*”, Pearson Education, New Delhi, 2009
5. Dominick Salvatore: “*Managerial Economics*”, Oxford University Press, New Delhi, 2009.

6. Mithani D M: "***Managerial Economics***", Himalaya Publishing House, Mumbai, 2008.
7. Dwivedi D N: "***Managerial Economics***", Vikas Publishing House Private Limited, New Delhi, 2009.
8. William f, Samuelson, Stephen G, Marks: "***Managerial Economics***", Wiley India Publishers, New Delhi, 2008.
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.

## **Financial Accounting and Analysis**

1. Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by Institute of Chartered Accountants of India.
2. The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.
3. Valuation of fixed assets: Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation.
4. Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.
5. Issue of Shares and Debentures: Entries for Issue of shares, forfeiture - Issue of shares at Discount and premium. Alteration of share capital and reduction of share capital, Issue and Redemption of Debentures:
6. Accounting for Amalgamation, Absorption and Reconstruction: Accounting treatment in the books of transferor and transferee. Simple problems.
7. Financial Analysis-I: Statement of Changes in Working Capital, Funds flow and cash flow statement – Analysis and interpretation of financial statement from investor and company point of view – analysis through different ratios – Du Pont Chart.
- 8.: Case Study: Compulsory. Relevant cases have to be discussed in each unit

## **References**

1. Asish K. Bhattacharyya: “*Essentials of Financial Accounting*”, PHI Private Limited, New Delhi, 2009,
2. Maheshwari S N, Mahehwari S K: “*Financial Accounting* “, Vikas Publishing House Private Limited, New Delhi, 2009,
3. Paresh Shah: “*Basic Financial Accounting for Management*”, Oxford University Press, New Delhi, 2008.
4. Varma K K: “*Financial Accounting and Analysis*”, Excel Books, New Delhi,
5. Robert N Anthony, David F Hawkins, Kenneth A Merchant: “*Accounting*” Tata McGraw-Hill Publishing Limited, New Delhi, 2008.
6. Stice & Stice: “*Financial Accounting Reporting and Analysis*”, Cengage Learning, New Delhi, 2008.
7. Subhash Sharma, Vithal M P: “*Financial Accounting for Management*”, MacMillan India Limited, New Delhi, 2008.

8. Kaustubh Arvind Sontakke: "*Financial Accounting*", Himalaya Publishing House, New Delhi, 2008.
9. Belverd E. Needles, Marian Powers: "*Financial Accounting*", Biztantra, New Delhi, 2008.
10. Ashok Banerjee: "*Financial Accounting*", Excel Books, New Delhi, 2006.
11. Gupta: "*Financial Accounting for Management*", Pearson Education, New Delhi, 2003.

## **Organizational Communication**

- 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.
2. Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.
- 3 Managing Organization Communication – formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.
- 4 Managing Motivation to Influence Interpersonal Communication- - Inter-Personal Perception – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication.
- 5 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.
6. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports – Preparation and organization of Press Report.
- 7 Presentation skills – techniques of presentation – types of presentation – video Conferencing and formats – interview – formal and informal – interview techniques – Communication etiquettes.
- 8 Case Study: Compulsory. Relevant cases have to be discussed in each unit

## **References:**

1. Krizan: “*Essentials of Business Communication*”, Cengage Learning, New Delhi.
2. Herta A Murphy, Herber W Hildebrandt and Jane P Thomas: “*Effective Business Communication*”, Tata McGraw Hill Education Pvt Ltd, New Delhi.
3. Kuberudu B and Srinivasa Krishna K: “*Business Communication and Soft Skills*”, Excel Books, 2008.
4. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.

5. Namita Gopal: “***Business Communication***”, New Age International Publishers, New Delhi, 2009.
6. Sathya Swaroop Debasish, Bhagaban Das” “***Business Communication***”, PHI Private Limited, New Delhi, 2009.
7. Sampat Mukherjee, Sanjib Kumar Basu: “***Organization, Management, Business Communication***”, New Age International Publishers, New Delhi, 2005.
8. Dalmar Fisher: “***Communication in Organizations***”, JAICO Publishing House, New Delhi, 2007.
9. Meenakshi Rama: “***Business Communication***”, Oxford University Press, New Delhi,
10. Rayudu, CS: “***Communication***”, Himalaya Publishing House, Mumbai.

## **Business Environment**

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.
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.
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.
4. Balance of Payments: Nature – structure – major components – causes for disequilibrium in balance of payments – correction measures – Economic policy and balance of payment – recent trends.
5. India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements - EXIM policy – role of EXIM bank. Nature and Role of stock exchanges in India – policies for the protection of stakeholders.
6. International business environment: Nature – significance – trends in international business – theories – challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.
7. 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.
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit

## **References:**

1. Dutt and Sundaram: “*Indian Economy*”, S. Chand, New Delhi, 2007.
2. Francis Cherunilam: “*Business Environment-Text and Cases*”, Himalaya Publishing House, Mumbai.
3. Justin Paul: “*Business Environment*”, Tata McGraw Hill, New Delhi, 2006.
4. Aswathappa K: “*Essentials of Business Environment*”, Himalaya Publishing House, Mumbai.
5. Raj Agrawal: “*Business Environment*”, Excel Publication, New Delhi.
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. Palle Krishna Rao: “*WTO-Text and Cases*”, Excel Publication, New Delhi.

9. Shaikh Saleem: “***Business Environment***”, Pearson Education, New Delhi, 2008.
10. Veena Keshap Pailwar: “***Economic Environment*** of Business”, PHI Private Limited, New Delhi, 2009.
11. Ravinder Kumar: “***Legal Aspects of Business***”, Cengage Learning, New Delhi, 2009.
12. Government of India, ***Latest Economic Survey Report***.

## **Quantitative Analysis for Business Decisions**

1 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.

2 Linear Programming: Introduction to Maximization and Using Graphic Methods, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, the Simplex Solution to A Minimizing Problem.

3 Transportation Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model, Traveling Salesman Problem.

4 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.

5 Statistical Inference: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

6 Linear correlation coefficient Linear regression ; Non Linear regression ; Multiple correlation and multiple regression: Regression Analysis : Least square fit ; polynomial and Curve fittings

7 Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications. , ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.

8 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

## **References**

1. Selvaraj R., Loganadhan, C “*Quantitative Methods in Management*”, Excel Publication, New Delhi.
2. Jaisankar S, “*Quantitative Techniques for Management*”, Excel Publication, New Delhi.

3. Hamdy, A.Taha: "***Operations Research: An Introduction***", Prentice-Hall of India, New Delhi 2003.
4. J. K. Sharma, "***Operations Research: Theory and Applications***", Macmillan India, 2001.
5. Bill E Gillett: "***Introduction To Operations Research: A Computer-Oriented Algorithmic Approach***" Tata McGraw Hill, New Delhi, 2002.
6. Anderson Sweeny Williams: "***Statistics for Business and Management***", 10/e, Cengage Learning, New Delhi.
7. N.D.Vohra: "***Quantitative Techniques in Management***", Tata-McGraw Hill Private Limited, New Delhi, 2003.
8. L.S. Srinath: "***PERT/CPM***", East-West Publishers, Mumbai, 2003
9. Gupta S.P: "***Statistical Methods***", Sultan Chand and Sons, New Delhi, 2005
10. U.K.Srivastava, G.V.Shenoy, S.C.Sharma: "***Quantitative Techniques for managerial decisions***", New Age International, Mumbai, 2008,
11. Punmia and Khandelwal: "***PERT/CPM***", Laxmi Publications, Hyderabad, 2009.

## **Data Base Management System**

1. Foundation of Information System in Business: Conceptual foundations, Perspectives on IS – Phases in building and maintaining IS - Business Processes - Viewing business as system – Evaluation of business process performance.
2. Types of Information Systems: Office Automation System, Communication systems, Transaction processing system, Management and Executive information system, Decision support systems, GDSS, Systems from a functional perspective-sales, production, finance, human resources system.
3. Information Systems Models: Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl's Multiple Methodology, CSFs, Soft Systems Methodology, Socio-Technical Systems Approach.
4. Building and Maintaining IS: Alternative approaches for building information systems – end user development – Outsourcing. Information Security, control and audit – Systems vulnerability and abuse, different threats in IS – methods of minimizing risks, creating control environment
5. Data base Management System: Objectives of Database Approach – Characters of Data Base Management Systems – Data processing Systems – Components of DBMS Packages – Data base administration.
6. Data Modeling Concept: Development of Data Models – File Management The Hierarchical Data base Models. Physical Vs Logical Models of Data – Network Database Structure
- 7 Organizational Memory Technologies: Data warehouse – Information presentation – website management - Data integrity- Transaction management - Management of database environment - Data administration.
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit

## **References**

1. Philip J, Pratt, Joseph J. Adamski: “*Database Management Systems*”, Cengage Learning, New Delhi, 2009.
2. W S Jawadekar: “*Management Information Systems*”, Tata McGraw Hill Private Limited, New Delhi, 2009.
3. Mahadeo Jaiswal, Monika Mital: “*Management Information System*”, Oxford University Press, New Delhi, 2008.
4. Goyal DP: “*Management Information System*”, MACMILLAN India Limited, New Delhi, 2008.

5. C.S.V.Murthy: "***Management Information System***", Himalaya Publications, New Delhi, 2008.
6. Richard T. Watson: "***Data Management*** ", WILEY INDIA Limited, New Delhi, 2008.
7. Alex Leon and Mathew Leon: "***Data Base Management Systems***", Vikas Publishing House, New Delhi.
8. R.Panneerselvam: "***Database Management System***", PHI Private Limited, New Delhi, 2008.
  
9. Kenneth C.Laudon and Jane P.Laudon: "***Management Information Systems***" 9/e, Pearson Education, New Delhi.
10. Rob and Cornell: "***Data Base Management Systems***" Cengage Learning, New Delhi,

## **Information Technology Lab-1 (100% Lab)**

### **Course Objective**

1. Introduce spreadsheet ( MS Excel ) as a financial modeling tool and understand its capabilities and limitations
2. Apply Visual Basic for Applications ( VBA) to automate spreadsheet applications and extend the functionality of the spread sheet
3. Improve the understanding of software systems in business, improve communication and presentation skills using MS Power Point

### **Course Details:**

1. Introduction of various software used for business and their significance in the current business environments. Introduction of software MSOffice, VBA, MS PROJECT, SQL, PL/SQL
2. Financial modeling like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input generations, statistics for management course (correlation and regression analysis) data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. For example home loan, personal loan.(Using excel)
3. Variable declaration, conditional statements, iteration and result presentation, retrieving of data from the VBA application.
4. Understanding of a database, design elements, creation of a database. Retrieving of data from VBA. Importance of storing data, managing and data mining. Introduction of SPSS package for predictive analytical software.
5. Prepare presentations for mini projects assigned for course work of first semester

### **References**

1. Courter, Mastering Microsoft Office for Business Professional, Techmedia, 2003.
2. Alexis Leon, Introduction to Computers with MS Office 2000, TMH, New Delhi, 2000.
3. Mansfield, MS Office, TMH, New Delhi 1999.
4. \* Prowess- Corporate Database, Centre for Monitoring Indian Economy(CMIE), Ph.No.040-55466091-6,email-cmie.hyd@cmie.com [www.cmie.com/products/prowess](http://www.cmie.com/products/prowess)
5. Groff, SQL 2/e, The Complete Reference, TMH, 2003.
6. Sanders, D.H. Computers In Business--An Introduction Mc-Graw-Hill, Tokyo, 1983

7. Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter, Introduction to Information Technology, Second Edition, John Wiley & Sons, Inc., 2003.
8. Bayross, PL SQL the Programming Language of Oracle, BPB, 2002.
9. Bayross, Oracle Teach Yourself SQL / PL SQL using Oracle 8i and 9i with SQLj, BPB, 2002.

## Semester - II

### Financial Management

- 1 The Finance Function – Objective: Profit or Wealth Maximization and EPS Maximization, An overview of Managerial Finance functions- Time value of money. present value, future value of money and the basic valuation models.
2. Investment decisions: Nature of Capital Budgeting decisions - techniques of capital budgeting: Pay back method, Average rate of return and Time-Adjusted methods: IRR and NPV, profitability index, and excess present value index. Advanced problems and cases in capital budgeting.
3. Cost of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.
4. Capital structure Decisions: Capital structure vs financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure theories – The Modigliani Miller Theory –A critical appraisal.
5. Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.
6. Working Capital Management, components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, .Financing of working capital through Bank finance and Trade Credit.
7. Management of current assets –I: Management of cash,– Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives. Management of receivables - Management of inventory – credit policies.
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit

### References

1. Brigham and Ehrhardt: “*Financial Management Text and Cases*”, Cengage Learning, New Delhi.
2. I.M Pandey: “*Financial Management*”, 9/e, Vikas Publishing, 2004

3. M.Y Khan, P K Jain: "*Financial Management-Text and Problems*", Tata McGraw Hill, New Delhi. 2003
4. James C.VanHorne: "*Financial Management and Policy*", Pearson Education, 2004
5. Srivatsav, RM: "*Financial Management*", Himalaya Publishing House, Mumbai.
6. Chakraborty, Bhattacharya, Rao and Sen: "*Financial Management and Control*", Macmillan India Limited, 2003
7. John J. Hampton: "**Financial Decision Making-Concepts, Problems and Cases**", Prentice Hall .2003
8. Sudhindra Bhat: "*Financial Management Principles and Practice*", Excel Books, New Delhi, 2007
9. Pradeep Kumar Sinha: "*Financial Management Tools and Techniques*", Excel Books, New Delhi.
10. S.N. Maheswari: "*Financial Management*", Vikas Publishers, New Delhi, 2003.
11. Bhabatosh Banerjee: "*Fundamentals of Financial Management*", PHI Learning Private Limited, New Delhi, 2008.
12. CA.C. Rama Gopal: "*Financial Management*", New Age International Publisher, New Delhi, 2008.

## **Marketing Management**

1. Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment. Role and functions of marketing department.
2. Market Research: Concepts in Demand, Market research – Forecasting and Measurement – Market data analysis.
3. Functions of Marketing: Market Segmentation and Targeting – Positioning functional strategies – Identification of Market segments - marketing strategies.
4. Product Management: Product Life Cycle, Product mix and line – Branding and classification. New Product Development - Market Testing, Commercialization.
5. Pricing Strategy: Objectives, Methods and processes of pricing, Factors influencing the pricing. Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes.
6. Distribution Management and Sales Promotion: Sales Techniques for Consumer/Industrial clientele-Channel Function and Flows, Channel Levels, Channel Management Decisions - The growth and trends in Wholesaling - Sales force Management – Promotional mix – communication strategies.
7. Retail Management: Nature and Significance - concepts – types – retail store management and merchandising – challenges and strategies.
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit.

## **References:**

1. Phillip Kotler: “*Marketing Management*”, 11/e, Pearson Publishers, New Delhi, 2003
2. Boone and Kurtz: “*Principles of Marketing*“, Cengage Learning, New Delhi.
3. Rajan Saxena: “*Marketing Management*, 2/e, Tata McGraw Hill, New Delhi, 2008.
4. Tapan K Panda: “*Marketing Management Text and Cases*”, Excel Books, New Delhi.
5. VS Ramaswamy, S.Namakumari:, “*Marketing Management*”, 3/e, Macmillan, New Delhi, 2003
6. Karunakaran: “*Marketing Management*”, Himalaya Publishing House, Mumbai.
7. M.Govindarajan: “*Marketing Management, Concepts, Cases, Challenges and Trends*”, PHI Private Limited, New Delhi, 2007.
8. T.N.Chhabra, SK.Grover: “*Marketing Management*”, Dhanpat Rai and Co., New Delhi, 2009.

9. paul Baines, Chris Fill, Kelly Page: "*Marketing*", Oxford University Press, New Delhi, 2009.
10. Arun Kumar, Meenakshi N: "*Marketing Management*", Vikas Publishing House Private Ltd., 2008.

## **Human Resource Management**

1. HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- Role of HRM - HR policies, Strategies to increase firm performance - Role and position of HR department - HRM at global perspective.
2. Investment perspectives of HRM: HR Planning - Recruitment and Selection, Tests and Interview Techniques - Training and Development – retention - Job Analysis. HRD concepts – mechanisms – MDPs.
3. Performance Evaluation: importance – methods – traditional and modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments
4. Salary and Wage Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems.
5. Managing Industrial Relations- Trade Unions-Employee Participation Schemes- Collective Bargaining-Managing Knowledge Work force –Grievances and disputes resolution mechanisms.
6. Safety and welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms – types of incentives. Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.
7. HR accounting and auditing: Nature and significance – Human resource accounting practices and standards – problems – HR audit - process – HRIS - methods.
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit.

## **References**

1. Gary Dessler: “**Human Resources Management**”, PHI Private Limited, New Delhi, 2007.
2. K Aswathappa: “**Human Resource and Personnel Management**”, Tata McGraw Hill, New Delhi, 2007.
3. Subba Rao P: “**Personnel and Human Resource Management-Text and Cases**”, Himalaya Publications, Mumbai.
4. Muller\_Camen. Croucher and Leigh: “**Human Resource Management- A Case Study Approach**”, JAICO Publishing, Delhi.
5. Scott Snell and George Bohlander: “**Human Resource Management**”, Cengage Learning, 2007.

6. Deepak Kumar Bhattacharya: "***Human Resource Management***", Excel Books, New Delhi.
7. S.Seetharaman, B.Venkateswara Prasad: "***Human Resource Management***", SCITECH Publication (India) Limited, Hyderabad, 2007.
8. Gary Dessler, Biju Vrkkey: "***Human Resource Management***", Pearson Education, New Delhi, 2009
9. Uday Kumar Halder: "***Human Resource Development***", Oxford University Press, New Delhi, 2009.
10. Iain Henderson: "***Human Resource Management***", Universities Press (India) Private Limited, Hyderabad, 2008.
11. Shashi K Gupta, Rosy Joshi: "***Human Resource Management and Organizational Behavior***", Kalyani Publications, Hyderabad, 2007.
12. Biswanath Ghosh: "***Human Resources Development and Management***", Vikas Publishing House Private Limited, New Delhi, 2008.

## **Production and Operations Management**

1. Introduction: Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today.
2. Product and Process Design: Product and Process Development, Manufacturing Process Technology, CAD/CAM, Value Analysis.
3. Facilities Management: Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Flexible Manufacturing and Group Technology.
4. Aggregate Planning: Preparation of aggregate demand Forecast, Specification of Organizational Policies for Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.
5. Scheduling: Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production, Line balancing Lob, Methods of Production Control.
6. Work Study : Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques-Productivity: Basic Concepts, Productivity Cycle, Productivity Engineering and Management, Total Productivity Model.
7. Quality management: Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes -Total Quality Management - ISO 9000 series standards, Six Sigma
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit.

### **References:**

1. Chase, Aquilano, Jacobs: “*Operations Management for Competitive Advantage*”, Tata McGraw Hill, New Delhi, 2007
2. Elwood S.Buffa and Rakesh K.Sarin: “*Modern Production/Operations Management*”, Wiley India, New Delhi, 2008.
3. Aswathappa K: “*Production and Operation Management*”, Himalaya Publishing House, Mumbai.
4. James R.Evans and David A. Collier: “*Operations Management* “, Cengage Learning India Private Limited, New Delhi,2009.
5. R. Panneeselvam: “*Production and Operations Management* “, PHI Learning Private Limited, New Delhi, 2009.
6. SN Chary: “*Production and Operations Management*”, Tata McGraw Hill, New Delhi, 2008.

7. Mahadevan: "*Operations Management*", Pearson Education, New Delhi.
8. Upendra Kachru: "*Production and Operations Management-Text and Cases*", Excel Books, New Delhi.
9. Nair NG: "*Production and Operations Management* ",Tata McGraw Hill, New Delhi, 2009.
10. William J Stevenson: "*Operations Management*", Tata McGraw Hill, New Delhi, 2009.

## **Organizational Behavior**

1. Introduction - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.
2. Perceptual Management: nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - types – changes and behavior modification techniques.
3. Personality Development: Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - theories, Creativity and Creative Thinking. Leadership – nature – skills.
4. Decision Making Process: Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.
5. Inter-Personal Communication: Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.
6. Organizations: Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles Underlying the Design of Organizations, Organizational Culture, Power and Authority.
7. Organizational Development: Goals, processes, change – resistance to change – Nature of OD - interventions, OD techniques and OD applications.
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit.

## **References**

1. K.Aswhappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.
3. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.
5. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.

6. Sharma VS, Veluri: "***Organizational Behavior***", JAICO Publishing House, New Delhi, 2009.
7. Slocum, n Helireigel: "***Fundamentals of Organizational Behavior***", Cengage Learning India, New Delhi, 2009.
8. Jennifer M. George and Gareth R. Jones: "***Understanding and Managing Organizational Behavior***", Pearson Education, New Delhi, 2009.
9. Schermerhorn, Hunt and Osborn: "***Organizational Behavior***", Wiley India Limited, New Delhi, 2007.
10. Gregory Moor head, Ricky W. Grif fin: "***Organizational Behavior***", Biztantra, New Delhi, 2009.

## Research Methodology

1. Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research.
2. Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design.
3. Measurement concepts: Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement.
4. Research Design: Meaning of Research Design. Functions and goals of Research Design, characteristics, phases, design for different types of research, outlining a research proposal, pilot study and developing a case study
5. Data Analysis : Editing and coding, transform raw data into information, basic data analysis, descriptive statistics. *Univariate Statistics* – stating a hypothesis, hypothesis testing, discriminate analysis, factor analysis, cluster analysis, conjoint analysis and content analysis.
6. Survey research and field work: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management.
7. Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit

## References

1. C.R. Kothari: “**Research Methodology**”, Wishwa Prakashan, 2009.
2. Panneerselvam R: “**Research Methodology**”, PHI Learning Private Limited, New Delhi, 2009.
3. Willam G.Zikmund: “**Business Research Methods**”, Cengage Learning, New Delhi, 2006.

4. S.Shajahan: "***Research Methods for management***", JAICO Publishing House, New Delhi, 2009.
5. Battacharya, DK: "***Research Methodology***", Excel Books, New Delhi.
6. Alan Bryman, Emma Bell: "***Business Research Methods***", Oxford University Press, New Delhi, 2008.
7. Cooper R.Donald and Schindler S. Pamela: "***Business Research Methods***", 9/e, Tata MCGraw Hill, New Delhi.
8. CR Kothari: "***Research Methodology Methods and Techniques***", New Age International Publishers, New Delhi, 2009.
9. Ajai S.Gaur and Sanjaya S.Gaur: "***Statistical Methods for Practice and Research***", Sage Publications, New Delhi, 2007.
10. Sachdeva: "***Business Research Methods***", Himalaya Publishing House, Mumbai

## **Introduction to Technology Management**

1. Introduction to Technology Management –Definition – Concept of creativity – Components – Features – Classification of Technology – Concept and Nature of Technology Management- Drivers of MOT- Significance and Scope of MOT- Role of Chief Technology Officer – Responding to Technology challenges.
2. Technology Policy – Determinants of Nation’s Capability – Role of Government – Science and Technology policy – Status of Technology in India – Future of India – Technology Strategy – Formulation of Technology Strategy – Technology innovation Strategy.
- 3 Technology Planning and Strategy Tools – Technology Planning – Tools for Company Technology Analysis – Tools for industry Technology Analysis – Trajectories of Technology
4. Technology Acquisition - Methods Acquisition - Internal Development - External acquisition Sources - Acquisition decisions - Technology Acquisition trends – Technology exploitation decisions - Technology appropriation.
- 5 Process Innovations – Concept and types of process - Process Management Concerns - Types of Process innovations- Process improvement techniques – Organizing for improvements
6. Technology Transfer – Definition – Classification and Significance - Elements of transfer process - Types of Technology transfer - package – Modes of transfer - Channels of Technology flow - Routes of technology transfer- Effective transfer and Pricing of technology transfer – Price negotiation- Technology transfer agreements.
7. Technology Diffusion – Concept of Diffusion - Integrated Diffusion Strategy - Influencing factors - Innovation adoption - Diffusion strategies - Community effects and network externalities – Distribution of Adopters- Crossing the Chasm – Market dynamics.
8. Technology Absorption and Deployment – Technology Absorption – Influencing factors - Deployment strategies - Corporate Venturing - Benefits and Drawbacks of Corporate Venturing – Spin-off Companies

### **References:**

1. Rastogi P.N: “*Management of Technology and Innovation*”, Sage Publications, New Delhi, 2009.
2. Scott Shane: “*Technology Strategy for Managers and Entrepreneurs*”, Pearson Education, New Delhi, 2009.

3. CSG Krishnamacharyulu, Lalitha Ramakrishnan: "***Management of Technology***", Himalaya Publishing House Private Limited, New Delhi, 2008.
4. White and Bruton: "***The Management of Technology and Innovation***", Cengage Learning India, New Delhi, 2009.
5. Tarek Khalil, "***Management of Technology—The Key to Competitiveness and Wealth Creation***", McGraw Hill, Boston, 2000.
6. P.N.Rastogi, "***Managing Creativity***", Macmillan India Ltd, 2003.
7. William L Miller and Longdon, Morris, "***Fourth Generation R & D***", John Wiley & Sons Inc.
8. Pradip N Khandwalla: "***Lifelong Creativity—An Unending Fest***", TMH, 2004.
9. Pradip N Khandwalla: "***Corporate Creativity***", TMH, 2003.
10. George Reynolds: "***Ethics in Information Technology***", Cengage Learning, New Delhi, 2009

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

### **Course Objective**

1 Improve the understanding and usage of information technology in business environments.

### **Course Details:**

1. Illustrate numerical mathematical simulations from Statistics for Management course.
2. Project Management and resource planning using MS Project
3. Data Collection and analyzing techniques for quality management ( Charts, flow diagrams for methodologies like six sigma/lean mfg etc)
4. Basic structure of PLSQL procedural language, achieving functionality using PLSQL. Importance of Database systems in business environments and knowledge management.
5. Prepare presentations for mini projects assigned for course work of second semester.
6. Introduction of online financial services example online trading systems, Reuters, Bloomberg, websites of regulatory institutions like SEBI. Understand how a major industrial system (Reuters) works in trading, searching and downloading financial data

### **References**

1. Scott Urman, "*Oracle 8i-PL SQL Programming*", TMH, 2000.
2. Loney, "*Oracle 8i—The Complete Reference*", TMH, 2000.
3. Loney, "*Oracle 9i—The Complete Reference*", TMH, 2002.
4. Bayross, "*Oracle Teach Yourself SQL / PL SQL using Oracle 8i and 9i with SQLj*", BPB, 2002.
5. Abbey, "*Oracle 8i—A beginner's Guide*", TMH, 2000.
6. Courter, "*Mastering Microsoft Project*", BPB, 2002.
7. Pyron, "*Using MS Project*", Techmedia, 2002.
8. Bayross, "*PL SQL the Programming Language of Oracle*", BPB, 2002.