

# **ACADEMIC REGULATIONS & COURSE STRUCTURE**

**For**

## **INTEGRATED MBA**

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



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

## I SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM101	English Language - I	4	100
16IM102	Business Mathematics & Statistics	4	100
16IM103	Fundamentals of Business Organization	4	100
16IM104	Financial Accounting - I	4	100
16IM105	Fundamentals of Computers	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## II SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM201	English Language – II	4	100
16IM202	Business Environment	4	100
16IM203	Managerial Economics	4	100
16IM204	Financial Accounting – II	4	100
16IM205	Organizational Communications.	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## III SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM301	Principles of Management	4	100
16IM302	Cost Accounting	4	100
16IM303	Banking Theory & Practice	4	100
16IM304	Business Law	4	100
16IM305	Entrepreneurship Development	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## IV SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM401	Organizational Behavior	4	100
16IM402	Management Accounting	4	100
16IM403	Company Law	4	100
16IM404	Elements of Direct & Indirect Taxes	4	100
16IM405	Management Information Systems	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

**V SEMESTER**

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM501	Financial Management	4	100
16IM502	Marketing Management	4	100
16IM503	Human Resource Management	4	100
16IM504	Production and Operations Management	4	100
16IM505	Research Methodology	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

**VI SEMESTER**

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM601	Operations Research	4	100
16IM602	International Business	4	100
16IM603	Strategic Management	4	100
16IM604	Decision Support Systems	4	100
16IM605	Mini Project*	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

**VII SEMESTER**

<b>Code</b>	<b>Subject Code</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM701	Knowledge Management	4	100
16IM702	Strategic Cost Management	4	100
16IM703	Elective - 1	4	100
16IM704	Elective - 2	4	100
16IM705	Elective - 3	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

**VIII SEMESTER**

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM801	Total Quality Management	4	100
16IM802	Project Management	4	100
16IM803	Elective - 4	4	100
16IM804	Elective - 5	4	100
16IM805	Elective - 6	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## IX SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
16IM901	Intellectual Property Rights	4	100
16IM902	Corporate Governance	4	100
16IM903	Elective - 7	4	100
16IM904	Elective - 8	4	100
16IM905	Elective - 9	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## X SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
16IM1001	Major Project Report	10	250
16IM1002	Project Seminar **	4	100
16IM1003	Viva - Voce	4	100
<b>Total</b>		<b>18</b>	<b>450</b>

## VII SEMESTER

### HR

	SUBJECT TITLE
<b>Elective -1</b>	HR Planning
<b>Elective -2</b>	Leadership Management
<b>Elective -3</b>	Compensation and Reward Management

### FINANCE

	SUBJECT TITLE
<b>Elective -1</b>	Security Analysis
<b>Elective -2</b>	Banking and Insurance Management
<b>Elective -3</b>	Advanced Management Accounting

### MARKETING

	SUBJECT TITLE
<b>Elective -1</b>	Consumer Behavior
<b>Elective -2</b>	Rural Marketing
<b>Elective -3</b>	Supply Chain Management

## SYSTEMS

	<b>SUBJECT TITLE</b>
<b>Elective -1</b>	E-Business
<b>Elective -2</b>	RDBMS
<b>Elective -3</b>	Web Designing

## VIII SEMESTER

### HR

	<b>SUBJECT TITLE</b>
<b>Elective -4</b>	Performance Management
<b>Elective -5</b>	Strategic Human Resource Management
<b>Elective -6</b>	Organizational Development & Change Management

### FINANCE

	<b>SUBJECT TITLE</b>
<b>Elective -4</b>	Strategic Financial Management
<b>Elective -5</b>	Portfolio Management
<b>Elective -6</b>	Financial Markets and Services

### MARKETING

	<b>SUBJECT TITLE</b>
<b>Elective -4</b>	Customer Relationship Management
<b>Elective -5</b>	Strategic Marketing Management
<b>Elective -6</b>	Services Marketing

### SYSTEMS

	<b>SUBJECT TITLE</b>
<b>Elective -4</b>	System Analysis & Design
<b>Elective -5</b>	Business Intelligence
<b>Elective -6</b>	Enterprise Resource Planning

## IX SEMESTER

### HR

	<b>SUBJECT TITLE</b>
<b>Elective -7</b>	Global HRM
<b>Elective -8</b>	Labor Welfare & Legislation
<b>Elective -9</b>	Management of Industrial Relations

### FINANCE

	<b>SUBJECT TITLE</b>
<b>Elective -7</b>	Global Financial Management
<b>Elective -8</b>	Risk Management
<b>Elective -9</b>	Tax Management

### MARKETING

	<b>SUBJECT TITLE</b>
<b>Elective -7</b>	Promotion and Distribution Management
<b>Elective -8</b>	Global Marketing Management
<b>Elective -9</b>	Retail Marketing

### SYSTEMS

	<b>SUBJECT TITLE</b>
<b>Elective -7</b>	Cyber Laws & Security
<b>Elective -8</b>	Information Systems & Audit
<b>Elective -9</b>	SAP

#### **\*Mini Project Report**

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

#### **\*\* Project Seminar**

The Student should make a presentation before the Internal Faculty before finalizing the Final Project

## ENGLISH LANGUAGE -1

### Unit –I

1. Chapter entitled '*Wit and Humour*' from '*Skills Annexe -Functional English for Success*, Published by Orient Black Swan, Hyderabad
2. Chapter entitled '*Mokshagundam Visvesvaraya*' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad.

L-Listening For Sounds, Stress and Intonation

S-Greeting and Taking Leave, Introducing Oneself and Others (Formal and Informal Situations)

R- Reading for Subject/ Theme

W- Writing Paragraphs

G-Types of Nouns and Pronouns

V- Homonyms, homophones synonyms, antonyms

### Unit –II

1. Chapter entitled "*Cyber Age*" from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad.

- 2 Chapter entitled '*Three Days To See*' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad.

L – Listening for themes and facts

S – Apologizing, interrupting, requesting and making polite conversation

R- for theme and gist

W- Describing people, places, objects, events

G- Verb forms

V- noun, verb, adjective and adverb

### Unit –III

1. Chapter entitled '*Risk Management*' from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad

2. Chapter entitled '*Leela's Friend*' by R.K. Narayan from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad.

L – for main points and sub-points for note taking

S – giving instructions and directions; Speaking of hypothetical situations

R – reading for details

W – note-making, information transfer, punctuation

G – present tense

V – synonyms and antonyms

#### **Unit –IV**

1. Chapter entitled '*Human Values and Professional Ethics*' from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad
2. Chapter entitled '*The Last Leaf*' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad

L -Listening for specific details and information

S- narrating, expressing opinions and telephone interactions

R -Reading for specific details and information

W- Writing formal letters and CVs

G- Past and future tenses

V- Vocabulary - idioms and Phrasal verbs

#### **Unit –V**

1. Chapter entitled '*Sports and Health*' from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad
2. Chapter entitled '*The Convocation Speech*' by N.R. Narayanmurthy' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad

L- Critical Listening and Listening for speaker's tone/ attitude

S- Group discussion and Making presentations

R- Critical reading, reading for reference

W-Project proposals; Technical reports, Project Reports and Research Papers

G- Adjectives, prepositions and concord

V- Collocations and Technical vocabulary

Using words appropriately

\* Exercises from the texts not prescribed shall also be used for classroom tasks.

#### **REFERENCES :**

1. Contemporary English Grammar Structures and Composition by David Green, MacMillan Publishers, New Delhi. 2010.
2. Innovate with English: A Course in English for Engineering Students, edited by T Samson, Foundation Books.
3. English Grammar Practice, Raj N Bakshi, Orient Longman.
4. Technical Communication by Daniel Riordan. 2011. Cengage Publications. New Delhi.
5. Effective English, edited by E Suresh Kumar, A RamaKrishna Rao, P Sreehari, Published by Pearson
6. Handbook of English Grammar & Usage, Mark Lester and Larry Beason, Tata Mc Graw –Hill.
7. Spoken English, R.K. Bansal & JB Harrison, Orient Longman.
8. Technical Communication, Meenakshi Raman, Oxford University Press
9. Objective English Edgar Thorpe & Showick Thorpe, Pearson Education
10. Grammar Games, Renuvolcuri Mario, Cambridge University Press.
11. Murphy's English Grammar with CD, Murphy, Cambridge University Press.

## BUSINESS MATHEMATICS & STATISTICS

### Unit I:

**Logics:** Statements – connectivity – truth tables and values – equivalent and connectivities – contradictions – algebra statements – deductive reasoning – arguments – joint denial – compound statements. **Sets:** Elements – sets – power sets – operation with sets – union – algebra of sets – Cartesian product of two sets – relations – mapping. **Interests and annuities:** Finding interest and sum under simple and compound interest – annuities – perpetuity – discounts.

### Unit II:

**Probability:** Theory of probability – terminology – types – axioms – statistical independence and dependence – Baye's theorem - Permutations and Combinations: factorial notations – finding permutations – combinations – complimentary combinations – finding combinations. **Binomial Theorem:** Random variable - binomial coefficients – finding general, middle and greatest terms – mean and standard deviation of binomial distribution. **Poisson theorem:** Poisson approximations – mean and standard deviations of Poisson probability distribution.

### Unit III:

**Business Statistics:** Definition – concepts – scope – uses – mistrust. **Statistical Plan:** Meaning – steps – brief description of concepts of censuses and sample – primary and secondary data – sources and methods of collection. **Classification and tabulation:** classes – tabulation – principles – frequency distribution: individual, discrete and continuous series.

### Unit IV:

**Diagrammatic and graphic presentation:** One, two and three dimensional diagram – pictograms – cartograms – principles. Types of graphs – uses and limitations – guidelines. **Data analysis:** measures of central tendencies - Arithmetic mean – median – Ogive curves – mode – geometric and harmonic mean.

### Unit V:

**Measures of dispersion:** Meaning – Range – Quartile deviation – Mean deviation – standard deviation – coefficient of dispersion. **Skewness:** Meaning of skewness, moments and kurtosis – measures of skewness, moments and kurtosis.

### Text Books:

1. Qazi Zameeruddin, VK Khanna and SK Bhambri, Business Mathematics, Vikas Publishing House Private Limited, New Delhi, 2014.
2. Beri G C, Business Statistics, 3<sup>rd</sup> edition, Tata McGraw Hill Education Private Limited, New Delhi, 2010
3. Gupta S P, Statistics, Sultan Chand & sons, New Delhi, 2016.
4. Sanchetti D C and Kapoor V K, Business Mathematics and Business Statistics, Sultan Chand & sons, New Delhi, 2015.
5. Shenoy G V, Srivastava U K, and Sharma S C, Business Statistics, Wiley Eastern Limited, New Delhi.

## FUNDAMENTALS OF BUSINESS ORGANIZATION

### Unit -1:

**Fundamental Concepts:** Concepts: Business, trade, industry and commerce – Business: Features of business – Trade: Classification, Aids to Trade – Industry: Classification – Commerce - Relationship between trade, industry and commerce - Business Organization: Concept - Functions of Business.

### Unit II:

**Entrepreneur:** Meaning - Characteristics of Entrepreneurs – Types of Entrepreneurs – Functions of an entrepreneur - Steps to start Enterprise – Sources of finance: Long Term, Short Term.

### Unit – III:

**Forms of Organization:** Sole Proprietorship, Partnership and Joint Hindu Family: Business Organization: Forms of Business Organization – Classification – Factors influencing the choice of suitable form of organization. Sole Proprietorship: –Suitability. Partnership: Meaning – Characteristics – Kinds of partners - Registration of partnership – Partnership deed – Rights and obligations of partners. - Joint Hindu Family Business.

### Unit - IV:

**Joint Stock Company-I:** Joint Stock Company: Meaning – Characteristics – Advantages - Kinds of Companies – Difference between private and public companies – Promotion of A Company: Stages- Promoters –Characteristics –Registration –Capital subscription – Commencement of Business – Preparation of Important documents:

### Unit V:

**Joint Stock company II:** Memorandum of Association: Significance, Clauses – Articles of Association: Contents – Prospectus: Contents – Statement in lieu of Prospectus - Memorandum of association - Articles of Association and Prospectus - Registration of a company including documents.

### References:

- Bhushan Y K: Business Organization and Management, Sultan Chand
- RK Sharma and Shashi K.Gupta: Industrial Organization and Management, Kalyani
- CB Gupta : Industrial Organization and Management, Sultan Chand
- Sherlekar etal: Business Organization and Management, Himalaya
- Talloo: Business Organisation and Management. TMH.
- Maheswari, Business Organization and Management, IBH, 2011.
- RK Sharma and Shashi K.Gupta: Industrial Organization and Management, Kalyan
- Aryasree & Murthy: Industrial Organistion & Manaement, Tata Mc Graw Hill.

# FINANCIAL ACCOUNTING - I

## Unit –I

**Introduction to accounting** - objectives and Principles - accounting concepts and conventions, journal accounting.

## Unit – II

**Ledger:** Positing - Subsidiary books - Errors of Rectification - Trail Balance - Suspense accounts -

## Unit –III

**Valuation of fixed assets:** Depreciation of fixed assets - Methods of deprecation – Bank reconciliation Statement -

## Unit – IV

**Final Accounts :** Trading Accounts – Profit and Loss account - Balance sheet - with adjustments – Statements of Non-Profit Organization.

## Unit – V

**Ratio analysis:** Limitations of Financial Statement – Ratios - liquidity, leverage, solvency and profitability ratios – Funds flow statement - Statement of Changes in Working Capital Statement.

## References:

- Paresh Shah: “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2012.
- Narayana Swamy, “Financial Accounting & Analysis” PHI, 2012.
- Aryasri: Accounting and Financial Management, McGraw-Hill, 2011.
- V.Rajasekharam “Financial Accounting & Analysis” Pearson Education, New Delhi, 2012
- Ranjan Kumar Bal: “Financial Accounting & Analysis”, S.Chand, New Delhi, 2012
- N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
- Ashish K .Bhattacharya “Financial Accounting & Analysis” PHI, 2012.

# FUNDAMENTALS OF COMPUTERS

## Unit I

**1. Introduction to Computer :** Hardware: Input / output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system. Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

## Unit II

**Operating Systems:** WINDOWS XP: Basic Operations, utilities and features. UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.). (Students should be familiar with these concepts but there will be no questions from topics)

## Unit III

**Application Software:** (MS-Office XP 2003) MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects. MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard

## Unit IV

**E-Business:** Fundamentals - E-Business framework, E-Business application - Technology Infrastructure for E-Business -Mobile computing, framework, wireless technology and switching method - E-Business Models - Elements of Business models, B2B, B2C models 10

## Unit V

**Payment Systems:** Type of E-payment, digital token-based e-payment, smart card, credit card payment systems - risk on e-payment - Security Environment - Security Threats - Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.

**References:**

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Pearson Education, Reprint 2009 New Delhi
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Pearson Education Reprint 2009, New Delhi.
3. Laudon and Traver. Ecommerce: Business Technology Society, 4th Edition 2009 Pearson Education, New Delhi
4. Schneider, E-Commerce Strategy technology and implementation, 1st edition, 2008, Cengage Learning, India
5. Elias M. Awad, Electronic Commerce, PHI Learning. 2009
6. Rayudu C. S. e-Business, 2007, Himalaya Publishing House.

# **ACADEMIC REGULATIONS & COURSE STRUCTURE**

**For**

**DUAL DEGREE MBA (PREVIOUSLY MAM)**

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



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

## REVISED COURSE STRUCTURE 2013

### VIII SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks	
13BAM801	Project Management	4	100	
13BAM802	Intellectual Property Rights	4	100	
13BAM803	Decision Support Systems	4	100	
13BAM804	Elective - III	4	100	
13BAM805	Elective - IV	4	100	
13BAM806	Seminar*	2	50	
<b>Total</b>		<b>22</b>	<b>550</b>	
<b>At the end of IV Year</b>		<b>Total</b>	<b>180</b>	<b>4500</b>

### IX SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
13BAM901	Industrial Safety and Security	4	100
13BAM902	Leadership Management	4	100
13BAM903	Knowledge Management	4	100
13BAM904	Elective - V	4	100
13BAM905	Elective - VI	4	100
13BAM906	Seminar*	2	50
<b>Total</b>		<b>22</b>	<b>550</b>

### X SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
13BAM1001	Major Project Report**	10	250
13BAM1002	Project Seminar	4	100
13BAM1003	Comprehension Viva - Voce	4	100
<b>Total</b>		<b>18</b>	<b>450</b>

**Elective - I**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Consumer Behavior
<b>Finance</b>	Banking & Insurance Management
<b>HRM</b>	Performance Management
<b>Systems</b>	Relational Data Base Management Systems

**Elective - II**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Sales and Distribution
<b>Finance</b>	Investments Management
<b>HRM</b>	Training and Development
<b>Systems</b>	Enterprise Resource Planning

**Elective - III**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Integrated Marketing Communications
<b>Finance</b>	Financial Systems & Services
<b>HRM</b>	Management of Industrial Relations
<b>Systems</b>	Business Intelligence

**Elective - IV**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Retail Management
<b>Finance</b>	Strategic Financial Decisions
<b>HRM</b>	Compensation Management
<b>Systems</b>	E-Business

**Elective - V**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Services Marketing & Logistics Management
<b>Finance</b>	International Financial Management
<b>HRM</b>	Management of Change
<b>Systems</b>	Cyber Laws & Security

**Elective - VI**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	International Marketing
<b>Finance</b>	Financial Risk Management & Derivatives
<b>HRM</b>	Global HRM
<b>Systems</b>	Information Systems & Audit

### **\*Seminar**

Student requires to prepare and submit a report on conceptual understanding of any one of the subjects of the respective semester and expected to present the same in the form of PPT in the class room. The report may consist 20-25 pages.

### **\*\*Mini Project Report**

Student has to undergo practical training for a period of **4 (Four) weeks** in an industry after completion of **Fourth Semester** end Examination. In training period, the student should prefer to work on any specific problem, and submit the report before end of **Sixth Semester**. The Project evaluation and Comprehensive viva-voce is conducted by inter examiner.



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA**  
**INTEGRATED MBA II SEMESTER SYLLABUS (R16 REGULATIONS)**

**ENGLISH LANGUAGE-II**

**UNIT -1**

**OPERATIONAL SKILLS:** Different ways of communicating -(Narrative, Descriptive, Exposition, Argument) with fluency, accuracy, and formulation. Communication for influencing - Purpose of Oral communication (to interact, to inform, to find out things to influence, to regulate)

Organizing a meeting. The interview with Media- (The interview itself) - Presentations (Oral and Written) Writing Formal letters and Business letters - Writing Paragraphs - Note-making and information transfer - Preparation of Material: Selecting material, planning, arrangement, presentation - Project proposals: Technical reports, Project reports, Term papers, Research papers, Dissertation writing.

**UNIT- 2**

**MANAGEMENT SKILLS:** Time Management -Mind& Memory Management -Motivational Skills Motivation - Importance of commitment - Showing self confidence - Achieving Success - Fashion, Strategies - Business Etiquette Training - International Business Protocol - Multi Cultural Changes - Cultural awareness - Learning about the Communication styles of various clients - Dos' & Don'ts on the telephone - Taking the leave message - Ground rules for a conference calls - Using the 'mute' function Personal grooming - Punctuality, Body language-

**UNIT- 3**

**LEADERSHIP SKILLS:** Quick Learning - Pro- Activeness - Decision making -Situational leadership Motivating Employees - Paerto Analysis - Force field Analysis - PMI – plus, minus, Interest Stress - Conflict Management - Mind& Body fitness

**UNIT- 4**

**THINKING SKILLS:** Positive Thinking - Logical Thinking - Lateral Thinking - Avoiding traditional ways of looking for solutions - Using imagination to look at a problem differently -Recognize dominant Ideas - How to improve self confidence - To look failures as stepping stones - To Strengthen self esteem - Creative Thinking - Intellectual Property privileges

**UNIT- 5**

**SOCIAL SKILLS:** Courtesy- Honesty- Flexibility –Adaptability Co – Operation –Positive attitude Dependability –Ability to measure – willingness to learn- Commonsense - Personal Integrity-positive work ethic Motivational Skills – Critical thinking skills - Personal Chemistry –good personal appearance

–Ability to follow regulations – willingness to be accountable - Awareness of how Business works and staying on the job until it is finished – Ability to listen and document what you have – heard

## **References**

1. The 7 Habits of Highly Effective People – Stephen R. Covey
2. How to Win Friends and Influence People– Dale Carnegie
3. Developing the Leader Within You– John C. Maxwell
4. The 360 Degree Leader- John C. Maxwell

# **BUSINESS ENVIRONMENT**

## **UNIT 1**

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

## **UNIT 2**

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

## **UNIT 3**

**Fiscal Policy:** Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – Critical analysis of the recent fiscal policy of Government of India - Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.

## **UNIT 4**

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

## **UNIT 5**

**Legal Frame:** special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

### ***References:***

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.

**UNIT 1:**

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

**UNIT 2:**

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

**UNIT 3:**

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

**UNIT 4:**

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

**UNIT 5:**

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

***References***

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
3. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
4. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
5. Dwivedi D N: “**Managerial Economics**”, Vikas Publishing House Private Limited, New Delhi, 2009.
6. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
7. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.

**UNIT I:** Features of corporate Profit and Loss A/C and Balance Sheet. Preparation of Statement of Financial Accounts for corporate and Financial Statements of Not for Profit Organizations.

**UNIT II:** Inventory Valuation: Methods of Inventory Valuation; Lower the Cost of Market (LCM); Periodic Inventory System Vs. Perpetual Inventory System. Specific requirements of AS-2 issued by ICAI.

**UNIT III:** Funds Flow and Cash Flow Statements: Introduction to Funds Flow Vs. Cash Flow Statements:

- (a) Funds Flow Statements: concept of Funds Flow Statements, preparation and presentation of Funds Flow Statements. Limitations of funds flow statements.
- (b) Concept of Cash Flow Statements: preparation and presentation of Cash Flow Statements. Limitations of cash flow statements.
- (c) Managerial uses of Funds Flow and Cash Flow Statements.

**UNIT IV:** Financial Reports: Understanding complete set of Financial Reports: key aspects of Auditors Report and Directors Report. Global Financial Reporting: IAS, Indian GAAP, US GAAP, IFRS. Role of SEBI in Financial Reporting. Concept of window dressing and its implications on financial reporting.

**UNIT V:** Emerging dimensions in Financial Reporting: need for voluntary disclosure. Corporate Social Responsibility Accounting. Economic Value Added (EVA) Statements. Valuation of Intangible Assets and its impact on the Balance Sheet. Balance Score Card. Introduction to Responsibility Accounting and Accounting for Price Level Changes.

**Reference:**

1. Horngren, Sundem, Stratton, Burgstahler and Schatzberg, Introduction to Management Accounting, 14<sup>th</sup> Edition, Pearson Hall.
2. Dhanesh K Khatri, Financial Accounting, Mc Graw Hill.
3. Asish K. Bhattacharyya, Financial Accounting for Business Managers, 3<sup>rd</sup> Edition, PHI, Eastern Economy Edition.
4. Dr. V K Goyal, Financial Accounting, 3<sup>rd</sup> Edition, EB (Excel Books).
5. S N Maheswari, Suneel K Maheshwari and Sharad K Maheshwari, Financial Accounting, 5<sup>th</sup> Edition, Vikas Publications.
6. Ambrish Gupta, Financial Accounting for Management an Analytical Perspective, 3<sup>rd</sup> Edition, Pearson Education.

**ORGANISATIONAL COMMUNICATIONS**

**UNIT I:** Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication - Visual Communication, Audio Visual Communication – Silence.

**UNIT II:** Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

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

**UNIT IV:** 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.

**UNIT V:** 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.

**UNIT VI:** Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports – Preparation and organization of Press Report.

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

#### **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.



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY KAKINADA  
**INTEGRATED MBA**

**III SEMESTER SYLLABUS**

**PRINCIPLES OF MANAGEMENT**

**Unit -1**

A Brief History of Management: Classical Theory-Scientific Management, Administrative Theory, Behavioral Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

**Unit- 2**

Creative Problem Solving and Decision Making: Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze Alternatives and Select the Most Feasible, Plan, Implement the Decision and Control, Vroom's Participative Decision Making Model. Case: The Coca-Cola Company (Robert N Lussier page no: 117)

**Unit- 3**

Strategic and Operational Planning: Developing the Mission, Analyzing the Environment, Setting Objectives, Corporate Strategies, Business Strategies, Operational Planning, Implementing and Controlling Strategies. Time Management. Case: Dunkin's Donuts (Robert N Lussier page no: 151)

**Unit-4**

Organizing and Delegating Work: Principles of Organizing, Authority, Organizational Design, Job Design, Organizing Yourself and Delegating. Relation between Authority, Power and Influence. Leadership and Trait Theory, Behavioural Leadership Theories, Situational Approaches to Leadership, Handling Complaints.

Case: Hitachi (Robert N Lussier page no: 197)

Case: Steve Jobs, Apple (Robert N Lussier page no: 348)

**Unit-5**

Communication and Controlling: Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message Transmission Channels. Organizational and Functional Area Control Systems, Establishing Control Systems.

Case: Well Point (Robert N Lussier page no: 384)

Case: Chen Clothes Manufacturing (Robert N Lussier page no: 488)

**REFERENCES:**

1. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
2. Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
3. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
4. K.Anbuvelan, Principles of Management, University Science Press, 2013.

5. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
6. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.
7. Andrew DuBrin, Management Essentials, Cengage Learning, 2012.

## **COST ACCOUNTING**

### **Unit- 1**

**Introduction to Cost accounting:** Management accounting vs Cost accounting role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting.

### **Unit-2**

**Cost analysis and control:** Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate and labour hour rate. Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

### **Unit-3**

**Marginal Costing:** Introduction, Application of Marginal costing in terms of cost control- Income determinants under marginal cost- Absorption Cost Vs Marginal Cost. Key or Limiting Factor.

### **Unit-4**

**Break-even-analysis:** concept of cost-volume-profit relationship-Profit Planning – make or buy decision- Selection of suitable product mix- desired level of Profits – Determination of Break even point, Break-even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems.

### **Unit-5**

**Standard Costing:** Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance and sales variance. -Inter-firm comparison

### **References**

1. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009.
- 2 S.P.Jain, K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi, 2009
3. M.P.Pandi Kumar: Cost and Management Accounting, Excel Books, New Delhi,2008
4. Khan and Jain: Management Accounting, Tata MCGraw-Hill Publishing Co. New. Delhi, 2010
5. Bhabatosh Banerjee: Cost Accounting, PHI Learning Private Ltd., New Delhi, 2009
6. Ashish K Battacharya: Cost Accounting for Business Managers, Elsevier, New Delhi, 2008

## **BANKING THEORY AND PRACTICE**

### **Unit-1**

**Commercial Banking-** Functions of Commercial Banks: Primary and Secondary. Creation of Credit- Limitations on the Creation of Credit-Investment Policy of Commercial Banks

### **Unit-2**

**Money Market-** Items Dealt with in a Money Market-Components of Money Market-Importance of Money Market- Features of a Money Market-The Indian Money Market-Indian Banking System. - Reserve Bank of India.

### **Unit-3**

**Banking Regulation Act, 1949-** Banking Regulation Act, 1949- Provisions on Capital Liquidity – Powers Assigned to the Reserve Bank of India – Nationalization of Banks in India and its Objectives- Banking Sector Reforms. - NPA-Ombudsman for Banks.

### **Unit-4**

**Innovations in Banking Service-** Innovative Banking-Social Banking-Lead Bank Scheme-Village Adoption Scheme-Differential Interest Rate Scheme-Hi-Tech Banking-Financial Services-Venture Capital Financing-Housing Finance-Hire Purchase.

### **Unit-5**

**Foreign Exchange -**Foreign Exchange Market- Rate of Exchange-Exchange Rate Mechanisms. The Customer-General Relationship between Banker and Customer-Special Features of the Banker-Customer Relationship- Rights of a Customer to Charge a Bank under the Consumer Protection Act

### **References:**

1. D. Muralidharan, "Modern Banking Theory and Practice", PHI, Delhi, 2009.
2. KC Shekhar, Lekshmy Shekhar, "Banking Theory and Practice", Vikas Publishing, 2013.
3. Microeconomics of Banking by Xavier Freixas and Jean-Charles Rochet, MIT Press, 2 nd Edition, 2008.
4. Commercial Banking: The Management of Risk by Benton E. Gup and James W. Kolari, John Wiley & Sons Inc., 3rd Edition, 2005.

## **BUSINESS LAW**

### **Unit-1**

**Importance of Commercial Law:** The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration – Free Consent – Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

### **Unit-2**

**Sale of Goods Act:** Introduction to Act – Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale – Transfer of Ownership – Rights of an Unpaid Seller.

### **Unit-3**

**Forms of Business Organization:** Meaning – Sole Trader- Meaning and Features of Partnership – Registration – Types of Partners – Partnership Deed – Duties and Rights of Partners - Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association and their Dissolution

### **Unit=4**

**A) Consumer Protection Act, 1986:** Introduction to Act – Consumer Right – Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.

**B) Contract of Agency:** Meaning and Nature of Agency – Kinds of Agents – Creation of Agency- Duties and Rights of Principal – Duties and Rights Agents Principal's Liability for the Acts of the Agent- Personal Liability of Agent – Termination of Agency.

### **Unit-5**

**Negotiable Instruments Act, 1881:** Characteristics of Negotiable Instruments – Kinds of a Negotiable Instrument – Endorsement – Presentation of Negotiable Instrument – Discharge of a Negotiable Instrument.

### **References**

1. Ravindra Kumar: Legal Aspects of Business, Cengage learning, New Delhi, 2009
2. Pathak: Legal Aspects of Business, Tata McGraw Hill, New Delhi, 2010
3. S.N.Maheshwari, S.K.Maheshwari: A Manual of Business Laws, Himalaya Publishing House, Mumbai, 2009.
4. N.D.Kapoor: Business Law, Sultan Chand, New Delhi.
5. Chandra Bose: Business Law, PHI Learning, New Delhi, 2010.
6. S.S Gulshan: Business Law, Excel Books, New Delhi, 2010

## **ENTREPRENEURSHIP DEVELOPMENT**

### **UNIT 1**

Entrepreneurship: Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

### **UNIT 2**

Training: Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes E-business Ventures; New Venture Management – Emerging Trends.

### **UNIT 3**

Planning and Evaluation of Projects: Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

### **UNIT 4**

Small and Micro Enterprises: Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in international business.

### **UNIT 5**

Institutional support to entrepreneur and MSMEs: Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

### ***References***

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi,
3. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
4. B. Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
5. Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi, 2012
6. P.C. Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011