



Course Structure and Syllabus for I Year I Sem MBA 2009-2010

Subject Title	Theory	Credits	Marks
09MB 01 Management and Organizational Behavior	4	4	100
09MB 02 Managerial Economics	4	4	100
09MB 03 Research Methodology and Statistical Analysis	4	4	100
09MB 04 Business Communication and Soft Skills	4	4	100
09MB 05 Financial Accounting and Analysis	4	4	100
09MB 06 Business Law and Regulation	4	4	100
09MB 07 Computer Applications in Business (Internal Exam)	4	4	100

09MB01 MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

The Objective of the course is to give a basic perspective of Management theories and practices. This will form foundation to study other functional areas of management. Also this course provides insight into behavioral issues.

Unit – 1: Introduction to Management: Definition, Types of Managers, Mintzberg Managerial roles, Functions of Management, Administration vs. Management, Evolution of Management Thought – Planning: Nature of planning, Steps in planning, types of planning, Levels of planning - The Planning Process. Decision Making : The process and techniques of decision making.

Unit – 2: Organising: Nature of organizing, organisation levels and span of management – Factors determining span - Organizational design and structure –departmentation, line and staff concepts, staffing – delegation, decentralization and recentralisation of authority - responsive organizations. Meaning and types of power – Empowerment - Groups Vs. Teams – Nature of groups –dynamics of Informal groups – dysfunctions of groups and teams – Teams in modern work place.

Unit – 3: Introduction to Organisational Behavior: Definition, Nature and Scope - Environmental and organizational context and the impact on organizations – Perception: Nature and Importance of Perception – Perceptual selectivity and organization. Attribution Theories. Personality and Attitudes - Meaning of personality - Johari Window and Transactional Analysis - Nature and Dimension of Attitudes- Behavioral Modification.

Unit – 4: Motivation and Leading: Theories of Motivation-Maslow's need hierarchy, Herzberg's Two Factor Theory. Job design and Goal setting for High performance- Socio technical Design and High performance work practices. Leading: Leading Vs Managing – Leadership Theories- Leadership styles – developing leadership skills – transformational leaders, transactional leaders, Leadership In Cross-cultural environment - Evaluating Leader- Women and Corporate leadership.

Unit – 5: Communication and Control: Meaning, Types of communication and barriers to effective communication in Organizations, Using Communication Skills to manage Conflicts. Controlling: Basic control process- Requirements for effective control – control techniques – Overall controls and preventive controls.

References

- Koontz, Weihrich & Ayrasri: *Principles of Management*, TMH, New Delhi, 2009
- Luthans, Fred: *Organisational Behaviour*, 11/e, McGraw Hill, 2009
- Stoner, Freeman and Gilbert: Jr. *Management*, Pearson, New Delhi, 2009.
- Ayrasri & VSP Rao: *Management and Organisational Behaviour*, Excel, 2009
- Kavitha Singh: *Organisational Behaviour*, Pearson, 2009.
- Kellogg: *Conflict In Organizational Groups*, Kogan Page, 2009
- John M. Ivancevich: *Organisational Behaviour & Management*, TMH, 2009
- Schermerhorn: *Management*, Wiley 2009
- Pierce and Gardner: *Management and Organisational Behaviour: An Integrated Perspective*, Cengage, 2009.
- BPP: *Organisational Behaviour*, Viva, 2009
- Aswathappa: *Organisational Behaviour*, Himalaya, 2009
- Certo and Certo: *Modern Management*, 10/e, PHI, 2009
- R Sathyaraju & A.Parthasarathy: *Management Text and Cases*, PHI, 2009.
- Prem Vrat, K.K.Ahuja, P.K.Jain: *Case Studies In Management*, Vikas, 2006.

CDs (EXCEL MULTIMEDIA)

AUTHOR

TITLE

KOCHAR JAYANT

Md, Aoretto Retail Pvt Ltd.

**IMPORTANCE OF CUSTOMER
FOCUS TO AN ORGANIZATION**

DANI JALAJ

President, International Asian Paints Ltd

Booker NIALL

Group General Manager & CEO-India, HSBC Ltd.

ORGANIZING ACROSS BORDERS

ARUNACHALAM V.S.

Chairman, Center for study of science

KUMAR N. PATEL, Chairman & CEO, Pranalytica, Inc.

PADMANABHAN. G, Honorary Distinguished Biotechnologist,

Department of Bio Chemistry, Indian Institute of Science

**TRANSFORMING TECHNOLOGIES
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SRINIVASAN VENU

Chairman & MD, TVS Motor Co. Ltd

ZUTSHI RAVINDER

Managing Director, Samsung Electronics India Pvt Ltd.

CHALLENGING THE LEADER

SUKHBODHANAND SWAMI

Founder chairman, Prasanna Trust

GOPALA KRISHNA. R

Executive Vice President, SCM

Pepsi food Limited.

THE VOICE WITH IN THE LEADER

T HARI,SINH RAJENDRA

CREATING A LEADERSHIP PIPELINE

UPENDRA UDAL

Vice President (Global HR), Ranbaxy

Laboratories Ltd

BALYAN .A.K

Director (HR), ONGC Ltd.

**CHANGE MANAGEMENT TO
CHANGE LEADERSHIP**

SCHMITT LARRY,

BARBHAIYA RASHMI,

PANI PRABHAT

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- Developing Continuous Improvement

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09MB02 MANAGERIAL ECONOMICS

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

Unit – 1:Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.

Unit – 2:Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty- Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Unit – 3:Production Analysis: Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

Unit – 4:Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.

Unit – 5:Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products. Profit Management: Nature, scope, Theories of profit, Measurement policies.

References

- Geetika & Piyali ghosh:Managerial Economics, TMH, 2009
- Edwin Mansfield: Study Guide and Cases for Managerial Economics, Viva-wwn, 2009
- Hirschey: Economics for Managers, Cengage, 2009.
- Petersen,Lewis and Jain: *Managerial Economics*, Pearson, 2009
- Mithani: Managerial Economics, HPH,2009
- Atmananda: Managerial Economics: Excel, 2009.
- Suma Damodaran: Managerial Economics, Oxford, 2009.
- Keat: Managerial Economics : Economic Tools for Today's Decision Makers, Pearson, 2009
- Nadar & Vijayan: Managerial Economics, PHI, 2009.
- Froeb: Managerial Economics—A Problem Solving Approach, Cengage, 2009.
- James L.Pappas and Engene F.Brigham: *Managerial Economics*, Pearson, 2009.
- Thomas Maurice: Managerial Economics, TMH, 2008.
- Bharath Singh:Managerial Economics, Excel, 2009

09MB03 RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating research objectives and hypotheses and sample framework for undertaking research studies through well designed and structured questionnaires. Also it is intended to facilitate for the development of an insight into different statistical tools for data analysis, interpretation and presentation of reports in different functional areas of management.

***Statistical table is required for students at the time of examination**

Unit – 1:Introduction: Nature and importance of research, the role of business research, aims and types of social research, research process - primary data and secondary data, Questionnaire and schedules as tools of collecting data. Sampling design and sampling procedures. Diagrammatic and graphical presentation of data. Tabulation of data and general rules of tabulation. SPSS for tabulation and SPSS and Report Presentation- Mechanics of report writing, preliminary pages, main body and appendices including bibliography.

Unit – 2: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. Research Design: Meaning of Research Design. Functions and goals of Research Design, pilot study and developing a case study.

Unit – 3:Statistical Tools-I: Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation- Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.

Unit – 4:Statistical Tools-II: Time series, utility of time series, components, measurement of trend through Method of Least Squares, Moving averages, and Graphical methods. Index Numbers: Laspeyres's Index, Paasche's Index, Fischer's Ideal Index, Time Reversal and Factor Reversal tests.

Unit – 5:Statistical Inference: Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, F-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and Inferences.

References

- Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, 8/e, TMH, 2009.
- Gaur: *Statistical Methods for Practice and Research*, Sage Publication, 2009
- Bhandarkar & Wilkinson: *Methodology and Techniques of Social Research*, Himalaya, 2009
- Bajpal: *Business Statistics*, Pearson, 2009.
- Dipak Kumar.Bhattacharya: *Research Methodology*, Excel Books, 2009
- William G. Zikmund: *Business Research Methods*, Cengage, 2006.
- Alan Bryman & Emma Bell: *Business Research Methods*, 2/e, Oxford, 2008.
- Shajahan: *Research Methods for Management*, 3/e. Jalco, 2009
- Richard I Levin & David S. Rubin: *Statistics for Management*, 7/e. Pearson, 2008.
- C.R Kothari: *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2009.
- C.B. Gupta & Vijay Gupta: *An Introduction to Statistical Methods*, Vikas, 2009.
- J.K.Sachdeva: *Business Research Methodology*, Himalaya, 2009
- Nargundkar: *Marketing Research Tests and Cases*, TMH, 3/e, 2009
- Narayana Reddy, Acharyulu: *Research Methodology and Statistical Tools*, Excel, 2009

The Objective of the course is to provide sound knowledge of vocal and written communication skills to the students. Keeping in view the most essential requirement of Communication skills for Management studies this course highlights the soft skills in an easy understandable and quickly implementable way.

A. Business Communication

Unit – 1: Features of Indian English - Correction of sentences - Structures - Tenses - ambiguity - Idiomatic distortions. Informal conversation Vs Formal expression Verbal and non-verbal communication, barriers to effective communication

Unit – 2: Types of Communication - - Oral, aural, Writing and reading - Word-Power - Vocabulary- Jargon - rate of speech, pitch, tone - Clarity of voice

Unit –3: Technical presentations - types of presentation – video conferencing – participation in meetings - Formal and Informal interviews – ambiance and polemics - interviewing in different settings and for different purposes e.g., eliciting and giving information, recruiting, performance appraisal.

Unit-4: Written communication - differences between spoken and written communication - features of effective writing such as clarity, brevity, appropriate tone clarity, balance etc.- GRE, TOEFL models – Letter-writing - business letters – pro-forma culture - format - style – effectiveness, promptness - Analysis of sample letters collected from industry - email, fax.

Unit – 5: Technical Report writing - Business and Technical Reports – Types of reports - progress reports, routine reports - Annual reports - format - Analysis of sample reports from Industry - Synopsis and thesis writing.

References

- Lesikar: Basic Business Communication, TMH, 2009
- David Irwin: Effective Business Communications, Viva-Thorogood, 2009.
- Rajendra Pal, J S Kortahalli: Essentials of Business Communication: Sultan Chand & Sons, New Delhi.
- Sehgal: Business Communication, Excel, 2009
- Sherfeld: Developing Soft skills-Pearson Education-2009.
- Krishnamachryulu, Lalitha Ramakrishnan: Business Communication, HPH, 2009
- Raymond V. Lesikar; John D. Pettit Jr.; Business Communication; Theory & Application, All India Traveller Bookseller, New Delhi-51.
- GRE & TOEFL, Kalpan and Baron's, Kalpan Publishers, 2009.
- Business English Dictionary, Pearson, 2009.
- Murphy: Effective Business communication, 7/e, TMH, 2009.
- Colin BEARD: Experiential Learning, Kogan Page, 2009
- Kaul, Business Communication, PHI, 2009.

B. Soft skills Lab

The Soft skills lab focuses computer-aided multi-media instruction and language acquisition to achieve the following targets:

- To expose the students to a variety of self-instructional, learner-friendly modes of communication.
- To expose the students to team environment and how best one work with teams with cohesiveness, adapting them to corporate environment and how best they can make business presentations.
- To enhance soft skills in the areas of
 - ✓ Art of communication
 - ✓ Hidden data of communication
 - ✓ World of teams,
 - ✓ Adapting to corporate world,
 - ✓ Business presentation skills

For Free on line material or web resources, refer to

<http://campusconnect.infosys.com> (User ID: demo@infosys.com, PWD: Infosys or registration is possible).

All the web material can be provided to each affiliated college through CD for sharing with faculty and students. Internet facility is not a constraint.

AUTHOR
CHATTERJEE MIRAI,
Coordinator, SEWA
PRADHU SURESH P
Member of Parliament

CDs (EXCEL MULTIMEDIA)
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- Every Second Counts (Its is all about Time Management) 2008. (Soft skills)

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09MB05 FINANCIAL ACCOUNTING AND ANALYSIS

The Objective of the course is to provide the basic inputs on maintaining books of accounts, preparation of financial statements, analysis and interpretation of financial statements.

Unit – 1: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP) Overview of the Accounting Process- Journal and ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Accounting standards as Issued by Institute of Chartered Accountants of India (ICAI)- Limitations of financial statements.

Unit – 2: Valuation of fixed assets and Inventory: Tangible Vs Intangible assets, depreciation of fixed assets and methods of depreciation- Inventory Valuation: Methods of inventory valuation.

Unit – 3: Issue of Shares and Debentures: Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

Unit – 4: Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement

Unit – 5: Financial Analysis –II: Ratio Analysis- Liquidity, leverage, solvency and profitability ratios – Du Pont Chart Analysis –Cases.

References

- Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant: *Accounting –Text and Cases*, 12/e TMH, 2008.
- Dr. S.N. Maheshwari and Dr. S.K. Maheshwari: *Financial Accounting*, Vikas, 2009.
- Gokul Sinha: *Financial Statement Analysis*, PHI, 2009
- Ambrish Gupta: *Financial Accounting Management An Analytical Perspective*, Pearson Education-2009
- Jawaharlal: *Accounting for Management*, HPH, 2008
- Stice & Stice: *Financial Accounting Reporting & Analysis*, Cengage, 7/e, 2008.
- Homgren: *Financial Accounting*, Pearson, 2009.
- Weygandt, Kieso, Kimmel: *Financial Accounting*, 4/e, Wiley 2008.
- Carl Kester, Richard S Ruback, Peter Tufano: *Case Problems in Finance*, 12/e, TMH, 2007.
- R Narayanaswamy: *Financial Accounting: A Managerial Perspective*, PHI, 2008

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09MB06 BUSINESS LAW AND REGULATION

The objective of the course is to enable students understand and appreciate the legal and regulatory framework of Indian operations of business.

Unit – 1:Law of Contract -1872 :Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract.

Unit – 2:Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

Unit – 3:Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.

Unit – 4:Companies Act, 1956: Steps and procedure for incorporation of the company, Company Management–Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

Unit – 5:Direct and Indirect Tax: Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment year –Assessee, Gross Total Income, Procedure for advance payment of tax and tax deducted at source. Assessment procedure. Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.

References

- Akhileshwar Pathak: Legal Aspects of Business, TMH, 3/e, 2009
- K.R. Bulchandani: Business Law for Management, 5/e, Himalaya, 2008
- Kuchal: Business Law, Vikas, 2009
- Tulsian:Business Law, TMH, 2008.
- N.D.Kapoor: Mercantile Law, Sultan Chand & Sons, 2009. .
- S.N.Maheshwari & Maheshwari: Business Law and Regulation, Himalaya, 2008
- S.S.Gulshan: Business Law, 2/e, Excel Books, 2006
- B.B. Lal: Income Tax and Central Tax : Law and Practice, Pearson Education, Latest edition.
- B.B. Lal & N.Vashisht: Direct Taxes, 28/e, Pearson Education, Latest edition.
- C.L.Bansal: Business and Corporate Laws, Excel Books, 2009

09MB07 COMPUTER APPLICATIONS IN BUSINESS LAB

The Objective of the course is to provide hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS. The exposure to PROWESS developed by Centre for Monitoring Indian Economy is with a view to make students aware of data bases of Indian Companies and enables them to work on mini projects and think of topic for their final year project.

Unit – 1: Experiments covering Basics of SQL, PL/SQL, SQL statements, Views, Joins, Constraints, operators, Indexes, Functions,

Unit – 2: PL/SQL block structures, Procedure. Practice Exercises using SQL statements on the following aspects Employee payroll data, Purchase order of a book company, Inventory Management.

Unit – 3: Overview of MS-Excel features, Creating worksheet, Entering and Editing text, Entering and Editing Formulas. Hands on experience with Prowess of CMIE and a few simple exercises on ratio analysis using the package.

Unit – 4: Overview of SPSS, Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package.

Unit – 5: Exercises:

- Test-1:- Creating and Editing a Data File.
- Test-2:- Cross Tabulation and chi-Square Analyses.
- Test-3:- The one-way ANOVA procedure: one-way Analysis of variance.
- Test-4:- Bi-variate Correlation: Bi-variate correlation, partial correlations and the correlation matrix.
- Test-5:- Multidimensional scaling.

References

Introduction to Computers

- Peter Norton, Introduction to Computers, 8/e, TMH, 2008
- Introduction to Information Technology, ITL Education, Pearson Education, 2009
- Dhiraj Sharma: Foundation of Information Technology, Excel, 2009
- Morley, Understanding Computers, 10/e Cengage, 2009.
- V.Rajaraman, Introduction to Information Technology, PHI, 2009
- Efraim Turban, R. Kelly Ralner, Jr., Richard E. Potter, Introduction to Information Technology, Wiley, 2006.

MS-Excel

- Ron Mansfield: Working in Microsoft Office, TMH, 2008
- David Whigham: Microsoft Excel, Data Analysis and Decision Making, Oxford, 2009
- Albright Winston Zappe, Stephen G.Powell, Kenneth R.Bakes: Management Science, the art of Modelling with Spread sheets, 2/e, John Wiley and Sons, 2009.
- Microsoft Office System step by step, 2007 edition, Pearson 2008.
- Greg Perry: Microsoft Office 2007, Sam Teach your self, Pearson Education, 2007.
- Mansfield: MS Office, Reprint 2006, Tata McGraw-Hill, 2006.

SQL, PL/SQL

- Scott Urman, Roni Hardman: Oracle Database10g, PL/SQL Programs, TMH, 2009
- Nilesh Shah: Database Systems using Oracle, a simplified guide to SQL and PL/SQL, 2009.

- Rick F.vander lans: Introduction to SQL, Addison Wisley, 2009.
- Benjamin Rosenzweig: Oracle PL/SQL by example, PHI, 2008.
- Groff: SQL 2/e, the Complete Reference, TMH, 2009.
- P.S. Deshpande: SQL/PLSQL for Oracle 9i, Dreamtech Press, India, 2009.
- Urman, Hardman, McLaughlin: PL/SQL Programming, Oracle Press, TMH, 2009
- Rosenzweig: Oracle PL/SQL by example, 3/e, Pearson Education, 2009

Oracle

- Casteel: Oracle 10 g & SQL , Cengage, 2009
- Sunderraman: Oracle 9i Programming, Pearson Education, 2009
- Scott Urman: Oracle 9i-PL SQL Programming, TMH, 2009.

SPSS

- Carver: Doing Data Analysis with SPSS 15.0, 3/e, Cengage, 2009
- George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
- Arthur Griffin: SPSS for Dummies, Wiley-India, 2009.