



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 Wehrich, 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