



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

**INTEGRATED MASTER OF BUSINESS ADMINISTRATION (IMBA)**  
**COURSE STRUCTURE & SYLLABUS**  
*(Applicable for batches admitted from 2019-2020)*



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY KAKINADA**



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA  
SCHOOL OF MANAGEMENT STUDIES

**INTEGRATED MBA COURSE  
STRUCTURE 2019**

**I SEMESTER**

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
19IM101	English Language – I	4	100
19IM102	Business Mathematics & Statistics	4	100
19IM103	Fundamentals of Business Organization	4	100
19IM104	Financial Accounting – I	4	100
19IM105	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>
19IM201	English Language – II	4	100
19IM202	Business Environment	4	100
19IM203	Managerial Economics	4	100
19IM204	Financial Accounting – II	4	100
19IM205	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>
19IM301	Principles of Management	4	100
19IM302	Cost Accounting	4	100
19IM303	Banking Theory & Practice	4	100
19IM304	Business Law	4	100
19IM305	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>
19IM401	Organizational Behavior	4	100
19IM402	Management Accounting	4	100
19IM403	Company Law	4	100
19IM404	GST(Goods and Services Taxes)	4	100
19IM405	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>
19IM501	Financial Management	4	100
19IM502	Marketing Management	4	100
19IM503	Human Resource Management	4	100
19IM504	Operations Management	4	100
19IM505	Business 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>
19IM601	Operations Research	4	100
19IM602	International Business	4	100
19IM603	Strategic Management	4	100
19IM604	Decision Support Systems	4	100
19IM605	Summer Internship (6 weeks)	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>
19IM701	Knowledge Management	4	100
19IM702	Strategic Cost Management	4	100
19IM703	Elective - 1	4	100
19IM704	Elective - 2	4	100
19IM705	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>
19IM801	Total Quality Management	4	100
19IM802	Project Management	4	100
19IM803	Elective – 4	4	100
19IM804	Elective – 5	4	100
19IM805	Elective - 6	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

### IX SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
19IM901	Intellectual Property Rights	4	100
19IM902	Corporate Governance	4	100
19IM903	Elective - 7	4	100
19IM904	Elective – 8	4	100
19IM905	Elective - 9	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

### X SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
19IM1001	Major Project Report (Plagiarism by Turnitin less than 40%)	10	250
19IM1002	Project Seminar **	4	100
19IM1003	Viva – Voce	4	100
<b>Total</b>		<b>18</b>	<b>450</b>

## HR

<b>Code</b>	<b>SUBJECT TITLE</b>
19IMEH703	HR Planning
19IMEH704	Leadership Management
19IMEH705	Compensation and Reward Management

## FINANCE

<b>Code</b>	<b>SUBJECT TITLE</b>
19IMEF703	Security Analysis
19IMEF704	Banking and Insurance Management
19IMEF705	Behavioral Finance

## MARKETING

<b>Code</b>	<b>SUBJECT TITLE</b>
19IMEM703	Consumer Behavior
19IMEM704	Rural Marketing
19IMEM705	Retail Management

## SYSTEMS

<b>Code</b>	<b>SUBJECT TITLE</b>
19IMES703	Data Science using R
19IMES704	Internet of Things
19IMES705	Web Designing(full stack)

### HR

<b>Code</b>	<b>SUBJECT TITLE</b>
19IMEH803	Human Resource Metrics and Analytics
19IMEH804	Strategic Human Resource Management
19IMEH805	Organizational Development & Change Management

### FINANCE

<b>Code</b>	<b>SUBJECT TITLE</b>
19IMEF803	Strategic Financial Management
19IMEF804	Portfolio Management
19IMEF805	Financial Markets and Services

### MARKETING

<b>Code</b>	<b>SUBJECT TITLE</b>
19IMEM803	Customer Relationship Management
19IMEM804	Marketing Research
19IMEM805	Services Marketing

### SYSTEMS

<b>Code</b>	<b>SUBJECT TITLE</b>
19IMES803	Managing Software Projects
19IMEF804	Business Intelligence
19IMEF805	SAP Modules(FICO/SD/HRM/MM/SCM)

## HR

Code	SUBJECT TITLE
19IMEH903	International HRM
19IMEH904	Labor Welfare & Legislation
19IMEH905	Management of Industrial Relations

## FINANCE

Code	SUBJECT TITLE
19IMEF903	International Financial Management
19IMEF904	Risk Management
19IMEF905	Taxation

## MARKETING

Code	SUBJECT TITLE
19IMEM903	Promotion and Distribution Management
19IMEM904	International Marketing Management
IMEM905	Digital and Social Media Marketing

## SYSTEMS

Code	SUBJECT TITLE
19IMES903	Cyber Laws & Security
19IMES904	Information Systems & Audit
19IMES905	Cloud Computing

### \*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

\*\* Exit Option: Student can opt for exit after 3 years subjected to fulfillment of required credits of 120 For the award of BBA degree.

## INTEGRATED MBA I SEMESTER SYLLABUS

19IM101	English Language – I	4	100
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### Objective:

To enhance the vocabulary, listening skills, reading skills and comprehension of the students.  
To develop the grammatical skills of the student so as to enable effective business communication.

### 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.

**Objective:** To equip the students with the mathematical and statistical techniques and their application to the business problems. The emphasis will be on the concepts and application rather than derivations.

### **Examination**

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student (8 marks for internal test and 12 marks for cases / class participation). The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A will contain four questions from Part I Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well numerical and/or cases/ practical problem(s). All questions will carry equal marks.

## **PART I – BUSINESS MATHEMATICS**

Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

### **Unit – I:**

Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.

### **Unit – II:**

Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.

### **Unit – III:**

Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.

### **Unit – IV:**

Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus-Discounting, Compounding, and Annuity.

### **Unit – V:**

Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/ determinants, input/output analysis.

## **PART II – BUSINESS STATISTICS**

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

### **Unit – I**

Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,

### **Unit – II**

Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications

### **Unit – III**

Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method)

### **Unit – IV**

Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).

### **Unit – V**

Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

### **References:**

- 1 J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,
- 2 R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", Calcutta, New Central Book Agency
- 3 S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency,
- 4 Anderson, Statistics for Business & Economics, 9th edition, Cengage Learning, India
- 5 David Levine, T. Krenbil, P.K. Viswanathan, Business Statistics, Pearson Education, 2008.
- 6 S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
- 7 S.C. Gupta, Business Statistics, Himalaya Pub House, 2008
- 8 T.N. Srivastava, Statistics for Management, TMH, 2008

To acquaint the students with the Principles, functions and practice of management and provide them practical exposure giving stories of success/failure businessmen.

**Unit -1:**

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

**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.

**Lab Work:** The students should go through and present case studies of entrepreneurs – Success and failure.

**Unit – III:**

**Forms of Organization:** Business Organization- Forms of Business Organization –Sole Proprietorship, Partnership, Joint Stock Company, Hindu undivided Family and Limited liability partnership. Factors influencing the choice of suitable form of organization. Sole Proprietorship: Meaning – Characteristics – Advantages & Disadvantages –Suitability. Partnership: Meaning – Characteristics – Kinds of partners - Registration of partnership – Partnership deed – Rights and obligations of partners. - Hindu undivided Family Business: Characteristics – Advantages and limitations.

**Lab Work:**

The students are expected to go through partnership deed and prepare a simple partnership deed.

**Unit - IV:**

Joint Stock Company-I: 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.

**Lab Work:**

The students are expected to know preparation of memorandum of association, articles of association and prospectus. As a group they are expected to prepare a model prospectus. The students are also expected to know the formalities of registration of a company including documents.

**References:**

1. Bhushan Y K: Business Organization and Management, Sultan Chand
2. RK Sharma and Shashi K.Gupta: Industrial Organization and Management, Kalyani
3. CB Gupta : Industrial Organization and Management, Sultan Chand
4. Sherlekar etal: Business Organization and Management, Himalaya
5. Maheswari, Business Organization and Management, IBH, 2011.

To acquaint the students with the basics of accounting principles, maintaining accounting records, preparing the financial statements and analyzing them with different ratios.

### UNIT –I

**Introduction to accounting:** objectives, significance and process, accounting concepts and conventions, Accounting cycle and accounting equation.

### UNIT – II

**Accounting system:** Journal, Ledger posting, subsidiary books theory and problems, Errors and Rectification of errors in Trail balance, suspense accounting.

### UNIT –III

**Valuation of Fixed Assets:** Depreciation of fixed assets and methods.

### UNIT – IV

**Final accounts:** Preparation of Trading account, Profit and Loss account, problems on balance sheet with adjustments.

### UNIT – V

**Ratio analysis:** liquidity, leverage, solvency and profitability ratios, DuPont chart a case study on ratio analysis.

### References:

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

The course is to acquaint the students with computers and its fundamentals. An Introduction to Operating System, Hardware and software. Computer languages, Computer Network, Introduction to MSOffice.

**Unit I:**

**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 Latest) 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. E-Business Models: Elements of Business models, B2B, B2C models 10, Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment , Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce, Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI.

**Unit V:**

Computer Networks: Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

**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. lauden and Traver. Ecommerce: Business Technology Society, 4<sup>th</sup> Ed 2009 Pearson New Delhi.
4. Schneider ,E-Commerce Strategy technology and implementation, 1st, edition, 2008, Cengage Learning, India.

## INTEGRATED MBA II SEMESTER SYLLABUS

19IM201	English Language – II	4	100
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### UNIT -I

**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- II

**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- III

**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-IV**

**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- V**

**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



### UNIT -I

**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 – NITI AYOOG and its importance.

### UNIT -II

**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 -III

**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 -IV

**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 -V

**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 -I**

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 -II**

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 -III**

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

### **UNIT -IV**

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 -V**

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 Non- Profit Organizations.

**UNIT- II:**

Inventory Valuation: Methods of Inventory Valuation, Lower the Cost of Market (LCM), Higher the Cost of Market (HCM), Periodic Inventory System Vs. Perpetual Inventory System. Specific requirements of AS-2 issued by ICAI.

**UNIT -III:**

Financial Analysis with Funds Flow and Cash Flow Statements: Introduction to Funds Flow vs. Cash Flow Statements: Funds Flow Statements: concept, preparation, presentation and limitations of Funds Flow Statements, Cash Flow Statements: Concept, preparation, presentation and limitations of Cash Flow Statements, 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.

**References:**

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. Dr. V K Goyal, Financial Accounting, 3<sup>rd</sup> Edition, Excel Books.
4. S N Maheswari, Suneel K Maheshwari and Sharad K Maheshwari, Financial Accounting, 5<sup>th</sup> Edition, Vikas Publications.
5. Ambrish Gupta, Financial Accounting for Management an Analytical Perspective, 3<sup>rd</sup> Edition, Pearson Education.

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

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

**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.