



RAYALASEEMA UNIVERSITY:: KURNOOL
Department of Management
M.B.A. & M.B.A. Finance I sem Course Structure (w.e.f. 2016-17)

SEMESTER – I (16 Weeks)			
Subject Code	Title of the Paper	Maximum Marks IA + SEE	No. of Credits
101	Principles of Management	30 + 70	3
102	Organisational Behaviour	30 + 70	3
103	Business Environment	30 + 70	3
104	Managerial Economics	30 + 70	3
105	Accounting for Management	30 + 70	3
106	Business Communication	30 + 70	3
107	Management Information Systems	30 + 70	3
108	IT for Managers (Lab)	50 M	2
TOTAL		750 M	23

*** IA: Internal Assessment**

SEE: Semester End Examination

101. Principles of Management

1. Introduction to Management - A Brief History of Management: Classical Theory-Scientific Management, Administrative Theory, Behavioural Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.
2. Planning – Nature and elements of planning, planning types and models, planning in organisations, steps in planning, Management By Objectives (MBO), Management By Exception (MBE), planning premises.
3. Organising – Basic issues in organising, work specialisation, organisation, formal and informal, organisation structure, Centralisation Vs. Decentralisation, chain of command, delegation, span of management.
4. Decision Making – Types of decisions, Risk and Uncertainty, Decision Trees, Decision making process, models of decision making, steps in decision making process, participative decision making, decision making and creativity.
5. Controlling – Control, controlling process, standards and bench marking, coordination, principles of coordination, importance of interdependence, importance of coordination in organisations, Group Vs. Team, team work.

Recommended Books:

1. Stephen P.Robbins, Fundamentals of Management Essential Concepts and Application, 6th Edition, Pearson, 2011.
2. Harold Koontz, Heinz Wehrich, Principles of Management, TMH, 2010.
3. Stoner et al, Management, PHI.

Reference Books:

1. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
2. Rajeesh Viswanathan, Principles of Management Concepts & Cases, Himalaya Publishing House (HPH), 2010.
3. R.Sarya Raju, & A.Parthasarathy, Management Text & Cases,PHI,2010.
4. Maheswari, Business Organization and Management, IBH, 2011.
5. L.M. Prasad, Principles of Management, Sulthan Chand & Co. 2012.

102. Organizational Behaviour

1. Introduction to Organisational Behaviour –Definition, scope and importance of Organisational Behaviour – Evolution of Organisational Behaviour - Theoretical framework – Limitation of Organisational Behaviour.
2. Individual Behaviour – Perception: Meaning and concept, factors influencing, types, process – Learning : Meaning and concept, types, process – Attitude Formation and Change – Motivation – Theories of Motivation – Morale- Personality Development.
3. Interpersonal Behaviour – Communication – Leadership : Concept, Leadership styles, Trait approach, Managerial grid theory, contemporary theories of leadership – qualities of a good leader- Influencing Relations – Transactional Analysis.
4. Group Dynamics – Meaning of group and group behavior & group dynamics- Types of groups - Roles – Conflict – Inter-Group Behaviour – Inter-Group Collaboration and conflict Management.
5. Team Work and Team Management – Working in teams – Work teams in organizations – Developing work teams - Team effectiveness and Team building – Intra team dynamics- Stages in team development – Characteristics of a successful team.

Recommended Books:

1. Robins, Stephen P, "Organisational Behaviour", 9th Edition, Prentice Hall of India, New Delhi.
2. Fred Luthans, "Organizational Behaviour", Tata McGraw Hill Publishing Co., New Delhi.
3. P. Subba Rao, "Management and Organisational Behaviour", 1st Edition, HPH, Mumbai.

Reference Books:

1. Koontz and O'Donnell, "Essentials of Management", Tata McGraw Hill Publishing Co., New Delhi, 2000.
2. Keith Davis, "Human Behaviour at Work", Tata McGraw Hill Publishing Co., New Delhi.
3. Aswathappa, "Organizational Behaviour", Himalaya Publishing House, Mumbai

103. Business Environment and Law

1. Introduction to Business Environment: Types of Environment, internal and external, Micro environment: Customers, Competitors, Suppliers, Intermediaries, Share holders, Creditors, Banks and Financial Institutions.
2. Macro Environment: Socio- Cultural Environment, Technological Environment, Economic Environment, Political and legal Environment, International Environment and Natural Factors.
3. Companies Act 1956- Definition of company-characteristics – classifications of companies – formation of company – company documents – board meetings- law relating to meetings and proceedings – company management, qualifications, appointment, powers, and legal position of directors – modes of winding-up of a company. FEMA, MRTP Act.
4. Laws of Contracts: Object and Scope-Essential elements of contracts-Quasi contracts-Performance of contracts-Termination or discharge of contracts-Special contracts. Sale of Goods Act, 1930: Definition-Condition & Warranties-Transfer of Ownership-Performance of Contracts of sale-Unpaid Seller and his rights-Auction sales.
5. Negotiable Instruments Act 1881: Definitions-Bills of Exchange-Promissory note-Negotiation-Acceptance and presentment-Dishonour of Instrument-Noting and Presenting-Hundis – National income, Determination of national income, methods, business cycles.

Recommended Books:

1. Frances Cherunilam “Business Environment-Text and Cases”, 18th Edition, Himalaya Publishing House, Mumbai.
2. S.N. Maheswari and S.K. Maheswari, “A Manual of Business Laws”, 4th Edition, HPH, Mumbai.
3. K. Aswathappa, “Essentials of Business Environment”, 10th Edition, Himalaya Publishing House, Mumbai.

Reference Books:

1. Gulshan SS & Kapoor GK. “Business Law including Company Law”. New Age International Publishers, New Delhi.
2. Paul, “Business Environment”, 2nd Edition, TMH.
3. Arun Kumar Sen. “Commercial & Industrial Law”
4. N D Kapoor “Introduction to Commercial & Industrial Law”

104. Managerial Economics

Course Objective: To equip the student with the Knowledge on economic fundamentals, concepts, theories, enabling for decision making under given environment constraints

1. Introduction to Business Economics: Nature and scope – Signification of Economics for management –Characteristics of Business Economics – Objectives of the Firm - Role and Responsibility of managerial Economist; Fundamental economic Concepts: incremented principle, opportunity cost principle, Discounting principle and Equi-Marginal principle

2. Demand and supply Analysis: Concept – Determinants of Demand –types of Demand – Law of Demand; Elasticity of Demand: –its meaning, importance and types of elasticity- Price, income and cross elasticity of Demand- Demand forecasting; Supply: - Law of supply - Determinates of Supply

3. Cost Analysis: Cost concepts – cost classification – Cost Determinants – Cost-output relationships in short run and long run; Cost control and cost reduction: factors Hampering cost control in India

4. Production Analysis: Meaning of production function-Laws of Production: – Law of marginal utility, Law of returns to scale and Law of variable proportions – Production function with One, Two and all variable input factors – Cobb Douglas Production function.

5. Profit and Price Analysis Nature of Profit – Kinds of profit –Theories of profit- Price determinates in different market situation; Perfect competition, Monopolistic competition, Monopoly, Price discrimination and Oligopoly – Pricing strategies; Pricing Methods - Product Line Pricing - Transfer Pricing - Pricing by Retailers - Export Pricing - Dual Pricing - Administered Pricing.

Reference Books:

1. Mithani, D.M., Managerial Economics, Himalaya Publishing House, New Delhi
2. Mehta, P.L., Managerial Economics, Text and Cases, S.Chand Company publishers, New Delhi
3. Varshney, RL, and Maheswari, K.L., Managerial Economics, S. Chand Publishers, New Delhi
4. Dwivedi, D.N., Managerial Economics, Vikas Publishing House Pvt. Ltd.

105. Accounting for Management

1. Introduction to Accounting for Management: Importance of Accounting in management decision making–Accounting Systems – Principles of Accounting – Accounting Concepts and Conventions-Scope of accounting.
2. Fundamentals of Double entry system – Definition – Concepts of Debit, Credit and Journal – Preparation of Journal Entry – Preparation of Journal and Ledger – Balancing of accounts and Trail balance.
3. Financial statements – Adjustments and closing of accounts – Depreciation and Valuation of Inventory –Preparation of Manufacturing Account and Trading Account, Profit and Loss Account and Balance sheet- Concept of Capital and Revenue Expenditure.
4. Marginal Costing – Classification of Costs – Breakeven analysis – Profit Volume Ratio –Its uses in Managerial Decision.
5. Standard Costing and Variance Analysis – Material variances, Labour variances and overhead variances.

Recommended Books

1. S.P. Jain and K.L. Narang, “Financial Accounting”, Kalyani Publishers, New Delhi.
2. M.A. Arulanandam and K.S. Raman, “Advanced Accountancy”, Himalaya Publishing House, Hyderabad.
3. R.S.N.Pillai, Bagavathi and S. Uma, “Fundamentals of Advanced Accounting”, Volume-I, S. Chand & Co. Ltd, New Delhi.

Reference Books

1. Prasanna Chandra, “Manager’s Guide to Accounting and Finance”.
2. Hrishikesh Chakraborty, “Advanced Accounting”, Oxford University Press, New Delhi.
3. Agrawal SP and Jain PC, “Advanced Financial Accounting”, Wiley Eastern Co., New Delhi.
4. S N Maheswari, “Management Accounting”.
5. Hingorani & Grewal, “Management Accounting”.

106. Business Communication

1. Introduction to Business Communication – Significance and Scope – Some facts and myths about Communication – Principles – Process of Communication, Shanon and Weaver Model, Barriers – Physical Inter Personal and Organizational Barriers.
2. Oral Communication – Effective oral Communication – Interpersonal relations – Forms and Oral Communication – Interviews – Conducting and fairing in Interviews, Meetings, presentations , Public speech Conservative Listening.
3. Written Communication – Essentials of written Communication Words, sentences and paragraph making; Forms of Written Communication letters, methods, E-Mails and reports – Numerical data compilation and presentation.
4. Non – Verbal Communication – Functions and scope, Non-verbal cues - Organizational Communication – External and Internal Formal and Informal – Communication Networks – Changing Trends, Information Technology – Effect in organizational Communication – Organizational culture.
5. Communicating across cultures – Global Market place – Communicating with global audience, Multicultural workforce – Improving inter cultural sensitivity, Mass Media Communication – Types – Effects on Business Environment – Negative face of mass media, Management Etiquette – Significance in modern business Organizations, Telephone, Meetings, Dinning etiquette.

Recommended Books

1. Leena Sen “Communication Skills”, Prentice Hall of India Pvt. Ltd, New Delhi.
2. P. Subba Rao and Anitha, “Communication”, HPH, Mumbai.
3. C.S. Rayudu, “Communication”, 9th Edition, HPH, Mumbai.

Reference Books

1. Ronald B. Adler, Seanne Marquardt Elmhorst “Communicating at Work” McGraw Hill International Editions.
2. R.K. Madhukar “Business Communication”, Vikas Publishing House, New Delhi.
3. Raymond V Lesikar, Marie E Flatley, Tata McGraw Hill Publishing House, New Delhi.
4. Shirley Taylor, “Communication for Business”, Pearson Education, LPE.

107. Management Information Systems (MIS)

1. Introduction to MIS – Importance of Information for Management decision – Systems Approach and Information – System Development – Information System Architecture – Quantitative Techniques and Management Information Systems interfacing.
2. Physical Design of Computer Sub-System, Database Design, File Design, Input, Output and Procedure design and System Security.
3. MIS Development – Process –System Development – System Life Cycle method – Structured Development Method, and Prototype Method – Software Development.
4. Information Systems – Computers In Management – MIS Office Automation – Decision Support System – Expert System, Implementations, Evaluation and Maintenance of MIS – Pitfalls in MIS Development.
5. System Modeling for MIS, System Engineering Methodology for MIS Problem Solving, Computer applications in Inventory management, Receivables, Sales/Marketing Management, Accounting, Project Management, Human Resource Management, Production Planning and Control, Enterprise Resource Planning.

Recommended Books

1. Gordan Davis & Olson, “Management Information Systems”, 2nd Edition, Mc Graw Hill.
2. C S V Murthy, “Management Information Systems Text & applications”, 2nd Edition, Himalaya Publishing House. Mumbai.
3. Sadagopan, “Management Information Systems”, PHI, New Delhi.

Reference Books

1. R G Murdicks, “Information Systems for Management”.
2. Jerome Kanter, “Management Information Systems”.
3. A. Senn, “Analysis and Design of Information Systems”, McGraw-Hill

108. Information Technology for Managers (Lab : 50 m)

Course Objective: The objective of this course is to provide an understanding of computers, computer operating system and application of relevant software in managerial decision making.

Unit – I Computers- History of Computers- Types of Computers - Computer Hardware and Software – I/O Devices – Storage Devices – Peripheral Devices

Unit – II Operating System – DOS – MS. Windows – Application Software- Programming Languages - Computer Applications.

Unit – III MS-OFFICE ESSENTIALS

MS-WORD: Word Processing Software- Working with the Word Document- Formatting Text, Paragraph, Page – Mail Merge.

MS-POWER POINT: Creating a Presentation, Working with Graphics, Animations- Presenting Slide Shows.

Unit – IV INTRODUCTION TO STATISTICAL PACKAGES

MS-EXCEL: Working with a Spreadsheet- Sorting Rows and Columns- Arithmetic Calculations- Functions- Formatting Cells- Charts generation.

SPSS: Introduction, Data Entry, Storing and Retrieving Data Files, the Statistics Menus, the Output Viewer, the Chart Editor, Programming in SPSS.

Unit – V INTERNET AND WORLD WIDE WEB

LAN, WAN, MAN, Intranet, Browser, Internet, WWW, E-Mail, Searching and accessing data from websites.

Recommended Books:

1. Peter Norton, “Introduction to Computers”, 7 th Edition, MCGra Hill, 2011.
2. A Handbook of Statistical Analyses using SPSS by Sabine Landau and Brian S. Everitt, Publisher: Chapman & Hall/CRC Press LLC 2004 Edition.
3. Ex.TALLY WINGS Financial Accounting pacs- Manuals
4. Computer for Every One. Vikas publications.
5. Suresh Basandra, Computers Today, Galgotia Publications

Reference Books

1. P. Sudharsan & J. Jeyabalan, “Computers Systems & Applications”, Jaico Student Edition- Jaico Publishing House.
2. M.N. Doja, “Fundamentals of Computers and Information Technology”, D.K. Publishers, 2005.
3. B. Muthukumar, “Information Technology for Managers”, Oxford, 2010.
4. George Reynolds, “Information Technology for Managers”, Course Technology, 2009.
5. Henry C. Lucas, “Information Technology for Management”, Mc. Graw Hill, 1999.