



KRISHNA UNIVERSITY::MACHILIPATNAM
COURSE STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION UNDER CHOICE BASED CREDIT SYSTEM (CBCS)
W.E.F. 2022-23 (R-22 Regulations)

I SEMESTER

Course Code	Course Name	Teaching Hours/week			CORE /DC/DSE/ SEC/OEC/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
22MBA101	Management Process & Organizational Behavior	4	0	0	Core	30	70	4
22MBA102	Managerial Economics	4	0	0	Core	30	70	4
22MBA103	Business Environment and Business laws	4	0	0	Core	30	70	4
22MBA104	Financial Reporting and Analysis	4	1	0	Core	30	70	4
22MBA105	Business Analytics for Managerial Decision Making	4	1	0	Core	30	70	4
22MBA106	Managerial Communication	3	1	0	Core	30	70	3
22MBA107	Personality Development through Life Enrichment Skills	3	1	0	Core	30	70	3
LAB/PRACTICAL/FIELDWORK								
22MBA108	MSEXCEL & Accounting Tally	0	4	0	Core	30	70	2
TOTAL FOR FIRST SEMESTER		26	08	0	-	240	560	28

II SEMESTER

Course Code	Course Name	Teaching Hours/week			CORE /DC/DSE/ SEC/OEC/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
22MBA201	Marketing Management	4	0	0	Core	30	70	4
22MBA202	Human Resource Management	4	0	0	Core	30	70	4
22MBA203	Financial Management	4	0	0	Core	30	70	4
22MBA204	Entrepreneurship & Small Business Management	3	1	0	Core	30	70	3
22MBA205	Research Methodology & IT	3	1	0	Core	30	70	3
22MBA206	Operations Research	4	1	0	Core	30	70	4
DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANYONE)								
22MBA207(I)	Leadership and Change Management	4	0	0	DSE	30	70	4
22MBA207(II)	Commerce Science	4	0	0	DSE	30	70	4
22MBA207(III)	Company Management Accounting	4	0	0	DSE	30	70	4
LAB/PRACTICAL/FIELDWORK								
22MBA208	Selling & Negotiation Skills	0	4	0	Core	30	70	2
TOTAL FOR SECOND SEMESTER		26	7	0	-	240	560	28


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MACHILIPATNAM - 521 001

At the end of 2nd semester, every student must undergo summer Internship/ Apprenticeship/ Projectwork/ Industrial Training/ Research based Projectwork for Six weeks and must prepare a report concerned as per approved project guidelines and submit the same to the University 14 days before the commencement of third semester end examinations.



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III SEMESTER

Course Code	Course Name	Teaching Hours/week			CORE / IDC / DSE / SEC / OEC / MOOCs	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
22MBA301	Strategic Management	3	0	0	Core	30	70	3
DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANY FIVE)								
22MBA302(I)	B2B Marketing	4	1	0	DSE	30	70	4
22MBA302(II)	Product & Brand Management	4	1	0	DSE	30	70	4
22MBA302(III)	Digital Marketing	4	1	0	DSE	30	70	4
22MBA302(IV)	Customer Relationship Management	4	1	0	DSE	30	70	4
22MBA302(V)	Human Resource Planning and Development	4	1	0	DSE	30	70	4
22MBA302(VI)	Performance & Reward Management	4	1	0	DSE	30	70	4
22MBA302(VII)	Managerial Competencies and Employee Development	4	1	0	DSE	30	70	4
22MBA302(VIII)	Behavioral Finance	4	1	0	DSE	30	70	4
22MBA302(IX)	Security Analysis and Portfolio Management	4	1	0	DSE	30	70	4
22MBA302(X)	Management of Bank and Financial Institutions	4	1	0	DSE	30	70	4
LAB/PRACTICAL/FIELDWORK								
22MBA303	Crisis Management Skills	0	4	0	Core	30	70	2
OPEN ELECTIVE (INTERDISCIPLINARY/MULTIDISCIPLINARY) COURSES (CHOOSE ANY ONE)								
22MBA304(I)	Stress Management	3	0	0	OEC	30	70	3
22MBA304(II)	Design Thinking	3	0	0	OEC	30	70	3
22MBA304(III)	HR for Managers	3	0	0	OEC	30	70	3
22MBA304(IV)	Managing Diversity & Leading Ethics	3	0	0	OEC	30	70	3
22MBA304(V)	Total Quality Management	3	0	0	OEC	30	70	3
TOTAL FOR THIRD SEMESTER		26	9	-	-	240	560	28



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IV SEMESTER

Course Code	Course Name	Teaching Hours/week			CORE / HDC/DSE/ SEC/OEC/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
22MBA401	International Business	3	0	0	Core	30	70	3
DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANY FIVE)								
22MBA402(I)	Strategic Marketing	4	1	0	DSE	30	70	4
22MBA402(II)	Sales and Distribution Management	4	1	0	DSE	30	70	4
22MBA402(III)	Retail Management	4	1	0	DSE	30	70	4
22MBA402(IV)	Service Operations Management	4	1	0	DSE	30	70	4
22MBA402(V)	Strategic HRM	4	1	0	DSE	30	70	4
22MBA402(VI)	Industrial Relations and Labour Legislation	4	1	0	DSE	30	70	4
22MBA402(VII)	Human Resource Analytics	4	1	0	DSE	30	70	4
22MBA402(VIII)	International Financial Management	4	1	0	DSE	30	70	4
22MBA402(IX)	Strategic Tax Management	4	1	0	DSE	30	70	4
22MBA402(X)	Financial Derivatives	4	1	0	DSE	30	70	4
ENTREPRENEURIAL & INNOVATION / SKILL RELATED TO DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANY ONE)								
22MBA404(I)	Banking Technology Management	3	1	0	SEC	30	70	3
22MBA404(II)	E-Business	3	1	0	SEC	30	70	3
22MBA404(III)	Knowledge Management	3	1	0	SEC	30	70	3
*CHOOSE MOOCS FROM SWAYAM/NPTEL SOURCES								
MOOCS								4
PROJECT WORK EVALUATION AND VIVA-VOCE						100		4
TOTAL FOR FOURTH SEMESTER		26	8	-	-	240	660	34

* Students may be allowed to register and appear for MOOCS from the third semester itself. However, students are to complete the MOOCS successfully and submit pass certificate of the same to the University through the Principal of the College concerned for approval and endorsement of the same on Grade cards and PCs as per the regulations of the University.

About MOOCS: MOOCs are the natural evolution of Open Courseware, first created by the Massachusetts Institute of Technology (MIT) in 2001. A massive open online course (MOOC) is an online course aimed at large-scale interactive participation and open access via the web. In addition to traditional course materials such as videos, readings, and problem sets, MOOCs provide interactive user forums that help build a community for the students, professors, and teaching assistants (TAs). MOOCs are a recent development in distance education.


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Further, A MOOC is an online course with the option of free and open registration, a publicly-shared curriculum, and open-ended outcomes. MOOCs integrate social networking, accessible online resources, and are facilitated by leading practitioners in the field of study. Most significantly, MOOCs build on the engagement of learners who self-

organize their participation according to learning goals, prior knowledge and skills, and common interests.

Typical Structure of a MOOC: The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

A standard class becomes in a MOOC a set of videos of 5-10 minutes each.

The learning of students in a MOOC is usually assessed by multiple-choice questions.

An important component of MOOCs is assignments. Students have to upload assignment solutions into the MOOC platform.

Assignments can be evaluated and graded:

- Automatically when possible.
- Peer-to-peer: students evaluate and grade themselves.

Another component is the forum, where students post questions that other students can answer.

Usually, there are no pre-requisites for taking a MOOC apart from having access to a computer with an internet connection. Most of the time, the educational or academic background of students isn't important. Students usually don't need to buy any books for these courses, because all reading is either provided within the MOOC content or is linked to open access texts.

Institutes/Universities/Organisations offering MOOCs in India:

- (1) Indian Institute of Management, Bangalore MOOCs
 - Healthcare in India: Strategic Perspectives
 - Introduction to Banking and Financial Markets-I
 - Introduction to Banking and Financial Markets-II
 - Statistics for Business-I
 - Statistics for Business-II
 - Do your Venture: Entrepreneurship for everyone.
 - Introduction to Investments
 - Innovation and IT Management
 - Predictive Analytics
 - Strategy and Sustainable Enterprise
 - Introduction to Corporate Finance



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KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

- (2) IIT, Bombay
- Inferential and Predictive Statistics for Business
 - Corporate Strategy
 - Exploring and Producing data for Business Decision Making
 - Accounting for Business Decision Making: Strategy Assessment and Control
 - New Models of Business in Society
 - Digital Analytics for Marketing Professionals: Marketing Analytics in Theory
 - Engagement and Nurture Marketing Strategies
 - Leadership through design Innovation
 - Brand and Product Management
 - Finance for Everyone: Markets
 - Financial Evaluation and Strategy: Corporate Finance
 - Managing the Company of the Future
 - Creating and Develop tech startup
 - Understanding Financial Statements: Company Performance-I
 - Understanding Financial Statements: Company Performance-II
- (3) Indian HRD Ministry's MOOC Platform-SWAYAM
- (4) National Programming on Technology Enhanced Learning (NPTEL), IIT Madras
- Applied Multivariate Statistical Modeling
 - Bank Management
 - Commercial Banking Credit Risk Modeling & Management
 - Consumer Behaviour
 - Econometric Modelling
 - Global Supply Chain Management
 - Entrepreneurial Finance
 - Infrastructure Finance
- (5). IRDA Certified courses in Insurance and Risk Management
- (6) NISM Mutual Fund Certification Course
- (7) NSE-NCFM Modules (any one module)

INTERNSHIP:

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be minimum of 6 weeks duration. The University will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Department, which will form part of third semester examination. However, the report must be submitted by the end of August


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 FACULTY OF COMMERCE AND MANAGEMENT
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during third semesters so that it is evaluated well in time and third semester results are not delayed.

5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergo training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 60 to 80 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound copies of the report will be submitted to the University. The report will be typed on A-4 size paper.
6. The Report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. It is mandatory for the student to make presentation of his report in the presence of teachers & students. The student is expected to answer to the queries and questions raised during such presentation.

PROJECT WORK:

The Project Work will comprise Report of 50 marks and Presentation of 50 marks. Candidates will have to submit a Project Report on a problem/topic (from the Specialization areas) under the supervision of a core faculty member of the Department of Management. The report will contain the objectives and scope of the study, Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 60 or more. The report should be typed in A-4 size paper.

The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th Semester. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

INDUSTRIAL VISIT:

The Department shall also arrange time to time industrial visit of MBA students. However no credit shall be assigned for such visits and it will not be reflected in the transcripts.


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DETAILED SYLLABUS

22MBA101:MANAGEMENTPROCESSANDORGANIZATIONALBEHAVIOR

CourseName	ManagementProcessand OrganizationalBehavior	L	T	P	C	IM	EM	TM
CourseCode	22MBA101	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-InternalMarks, EM-ExternalMarks, TM-TotalMarks

CourseDescription:

The demand for professionally qualified managers in India is increasing every year because of rapid industrialization and growing competition. To achieve professional competence, managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization. A comprehensive understanding of these principles of management will increase their decision-making ability and sharpen their tools for the purpose. This course also provides a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees' work life. Topics include motivation, rewarding behavior, stress, individual and group behavior, conflict, power and politics, leadership, job design, organizational structure, decision making, communication and organizational change and development.

CourseObjectives:

- To enable students to have a basic perspective of management theories and practices in business organizations;
- To study other functional areas of management and to provide the students with the conceptual framework and the theories underlying organizational behaviour;
- To help students understand organizational behavior and management practices by examining psychological principles; and
- To understand the human interactions in an organization, find what is driving it and influence it for getting better results in attaining business goals.

CourseLearningOutcomes:

At the end of this course the students should be able to:

- ✓ Explain the importance & role of management in the business organizations;
- ✓ Evaluate the different aspects related to decision making and controlling process;
- ✓ Identifying various leadership styles and their suitability to the situation.



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- ✓ Apply organizational behaviour theories and concepts to individual work experiences;



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- ✓ Knowhow to work more effectively in a team environment;
- ✓ Understand the influence of organizational culture on individual and group behaviour;
- ✓ Understand how various elements help in shape organisational culture;
- ✓ Compare and contrast theories of organizational behaviour; and
- ✓ Analyze management issues as related to organizational behaviour..

Course Content:

UNIT-I(12Hours)

Introduction to Management: Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Types and Roles of Managers (Mintzberg), and skills for Managers (Katz)– Management and Environment–Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

UNIT-II(10Hours)

Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Decision Tree Analysis– Management By Objectives, Organizing: Process-Formal and Informal Organizations– Departmentation-Span of Control–Delegation Vs Decentralization–Staffing.

UNIT-III(10Hours)

Leading–concept, scope, significance-Motivation: Significance, Process- Theories of Maslow, Herzberg, McClelland, Porter and Lawler-

Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert's Four Systems of Leadership– Communication, Controlling: Basis-Control Process, Pre-Requisites, and Requirements of adequate Control - Techniques of control.

UNIT-IV(10 Hours)

Organizational Behavior–Importance-Historical Background-Fundamental concepts of OB- Different models of OB – Understanding Individual Behavior – Perception- Concept– Process- Learning-Concept – Theories of learning - Personality –Concept-Personality traits Theories of Personality- Attitudes-Johari Window 2X2 matrix, Transactional Analysis.

UNIT-V(10Hours)

Group dynamics – Concept, importance, types of groups, group formation, group development, group composition, group performance factors; Organizational conflict, Resolution of conflicts; Culture and determinants of Organizational Culture; Organizational Change, Concept, Need for change, resistance to change; Theories of planned change; Organizational Development-Concept of OD, Organizational diagnosis, OD interventions.

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Case Study (Not Exceeding 300

words) PRACTICAL COMPONENTS:

- ✓ Studying organizational structures of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
- ✓ Identifying any five organizations and group them into different types of organizations based on Management at work place.
- ✓ Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
- ✓ Study any three companies following OD interventions and identify effective technique.
- ✓ Note: Faculty can either identify the organizations/leaders/jobs or students can be allowed to choose the same.

REFERENCE TEXT BOOKS:

- 1) Heinz Wehrich, Harold Kontz, Management: A Global Perspective, 10/e TMH
- 2) Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
- 3) Clegg, S., Kornberger, M., and Pitsis, T., Managing and organisations: An introduction to Theory and practice, Sage, London, 2011.
- 4) Ricky Griffin, Gregory Moorhead, Organizational Behavior: Managing People and Organizations, Cengage Learning, 2009.
- 5) Graeme Martin, Managing People and Organizations in Changing Contexts, Routledge, 2006.
- 6) Knights, D. & Willmott, H. Introducing organizational behavior and management, Thompson, London, 2006.
- 7) Luthans, F. Organizational Behaviour, TMH.
- 8) Robbins, Management, 7/e, Pearson Education.
- 9) John F. Wilson, The Making of Modern Management, Oxford University Press.



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22MBA102:MANAGERIALECONOMICS

CourseName	ManagerialEconomics	L	T	P	C	IM	EM	TM
CourseCode	22MBA102	4	0	0	4	30	70	100

L-Lecture,T-Tutorial,P-Practical,C-Credits,IM-InternalMarks,EM-ExternalMarks,TM-TotalMarks

CourseDescription:

Managerial economics is a stream of management studies that emphasizes primarily solving business problems and decision-

making by applying the theories and principles of microeconomics and macroeconomics. It is a specialized stream dealing with an organization's internal issues by using various economic theories. This course is aimed to equip students with the necessary theory and techniques and the ability to apply them in order to inform and enhance managerial decision making. This course covers concepts such as goals of the firm, optimization techniques, demand theory and estimation, forecasting and measurement, theory of production and estimation, cost theory and estimation, pricing and output determination under different market structures, game theory, and pricing in practice and business cycles.

CourseObjectives:

The basic objective of the course is to equip students with skill sets in applying an analytical approach to the study of how individuals and business units deal with the fundamental problems of scarce resources, understanding of the nature of prices and of markets, role of information and interventions, and business cycles.

The Course will introduce the students to

- Use economic tools to explain the optimal allocation of resources within the firm.
- Use the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure. Analyze economic problems of business and suggest solutions and help the managers in decision-making.

CourseLearningOutcomes:

- ✓ At the end of this course the students should be able to:
- ✓ Develop an understanding of the applications of managerial economics.
- ✓ Develop an understanding of theories and principles in microeconomics including price theory, firm theory, and market structure.
- ✓ Describe how changes in demand and supply affect markets
- ✓ Distinguish between the different market structures and pricing practices available to and used by

firms.

- ✓ Explain relationships between production and costs
- ✓ Apply the knowledge of the mechanics of supply and demand to explain working of markets
- ✓ Develop analytical skills related to economic theories in business contexts.

Course Content:

UNIT-I: (12 Hours)

Managerial Economics: Definition, Nature, Scope – Functions and Responsibilities of a Managerial Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses – Demand Forecasting – Methods of Forecasting for Existing and New Product.

UNIT-II: (10 Hours)

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm – Baumol's Model and Agency Theory – Production Function – Law of Variable Proportions & ISO-Quants & ISO Costs – Least Cost Factor Combination – Return to Scale – Economies and Diseconomies of Scale.

UNIT-III: (10 Hours)

Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short-Term & Long Term Profits. Measurement of Profit – Profit Maximization vs. Wealth Maximization – Demand and Supply: Market Equilibrium – Market Structures – Concept of Price – Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

UNIT-IV: (10 Hours)

Indian Economic Environment: Overview of Indian Economy – Recent changes in Indian Economy – Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI – Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation – Measurement of Inflation – Economics of Risk & Finance – Monetary Policy & Fiscal Policy.

UNIT-V: (10 Hours)

Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Keynesian Theory (overview).

Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or Unit-3.



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PRACTICAL COMPONENTS:

- ✓ Study of demand elasticity for a product when there is a price increase or price decrease.
- ✓ Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- ✓ An in-depth study of economic indicators on the growth rate.
- ✓ Analysis of recent budget, fiscal discipline and disinvestment proposal of the GOI.

REFERENCE TEXTBOOKS:

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics, Theory & Applications*, Tata McGraw Hill.
5. Mehta P. I., *Managerial Economics - Text and Cases*, S. Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person I. I. Craig, Lewis W. Ch and Jain Sudhir K., *Managerial Economics*, Pearson Education.

22MBA103 BUSINESS ENVIRONMENT AND BUSINESS LAWS

Course Name	Business Environment and Business Laws	L	T	P	C	IM	EM	TM
Course Code	22MBA103	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:



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KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

Course Learning Outcomes:

After successful completion of the course, the student will be able to

- ✓ Identify and evaluate the complexities of business environment and their impact on the business.
- ✓ Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.
- ✓ Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities.
- ✓ Gain knowledge about the operation of different institutions in international business environment.
- ✓ Acquire the knowledge of business laws related to incorporating a company
- ✓ Understand regulatory framework in India.

Course Content:

UNIT-I (12 Hours)

Understanding Business Environment: Meaning, Nature & Scope – Types of Business Environment – Internal & External Environment, Micro & Macro Environment – PESTEL & SWOT Analysis, Porter's 5 force model – Types of business, Environmental Analysis.

UNIT-II (10 Hours)

Economic Environment of Business: Indian Perspective, Nature & Structure of Indian Economy, Economic Policies & Conditions – Economic role of Government in India – Foreign Trade, Liberalization, Privatization, & Globalization – Financial Environment of Business: Monetary Policy, Fiscal Policy, Capital Market, Money Market, Stock Exchange – An overview, Modes of Money inflow in an economy.

UNIT-III (10 Hours)

Socio Culture and Technological Environment of Business: Business and Society, Social Objectives of Business, Corporate Social Responsibility, Consumer Rights & Corporate



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KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

Governance - Technological Environment; Impact of Technology, Technology and Society; Trends in Technology Management, Issues & Challenges.

UNIT-IV(10Hours)

Indian Contract Act, 1872: definition, concept of contract, valid contract and its essential elements,

criteria for classification for contract, quasi contract, various forms of quasi contracts, discharge of contract; various remedies for breach of contract- Law of agency-

meaning, creation and termination of agency- Corporate Incorporation and Management.

UNIT-V(10Hours)

Sale of Goods Act, 1930 - Negotiable Instruments Act, 1881 - Companies Act, 1956 and its amendments till date - Competition Act, 2002 - Consumer Protection Act, 1986 and its amendments till date.

PRACTICAL COMPONENTS:

- ✓ Students are expected to give a report on how the economic environment has affected the performance of any five large Indian Business Houses.
- ✓ Students are expected to analyze the major economic and financial indicators such as GDP, Inflation, CPI, BSE, NSE, Currency, Gold rate, Oil barrel price etc., for a particular period of time and submit the report on the same.
- ✓ Students to collect, analyze and discuss MOA, AOA & Prospectus of a company.
- ✓ Students to produce a report on the working of reputed agency including its formation, nature of relations with the outside world and such other issues of relevance.

REFERENCE TEXT BOOKS:

- 1) Ashwathappa (2006) Essential of Business Environment, Bombay: Himalaya Publishing House
- 2) Francis Cherunilam (1993) Business Environment, Bombay: Himalaya Publishing House.
- 3) Agarwal, Raj (2002) Business Environment, New Delhi: Excel Books
- 4) Cherunilam, Francis (1997) Business Environment, Mumbai: Himalaya Publishing House
- 5) Mathew M.J. (2003), Business Environment: A study of sociocultural, economic and legal environment in business, Jaipur: RB SA Publishers.
- 6) MCKuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
- 7) Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
- 8) Akhileshwar Patha, Legal Aspects of Business, Tata McGraw Hill, 7e, 2019.
- 9) P.P.S. Gogna, Company Law, S. Chand, 2016.
- 10) Justin Paul, Business Environment Text and Cases, 3e, McGraw Hill Publication, 2010.


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MACHILIPATNAM - 521 001

22MBA104 FINANCIAL REPORTING AND ANALYSIS

CourseName	FinancialReportingandAnalysis	L	T	P	C	IM	EM	TM
CourseCode	22MBA104	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

CourseDescription:

Financial reporting and analysis course provides an understanding of financial accounting and reporting fundamentals for prospective consumers of corporate financial information, such as managers, stockholders, financial analysts, and creditors. This course focuses on understanding how economic events like financing transactions and operating activities are recorded in the three main financial statements (i.e., the income statement, balance sheet, and statement of cash flows/funds flow). Along the way, students will develop the technical skills needed to analyze corporate financial statements and disclosures for use in financial analysis, and to interpret how accounting standards and managerial incentives affect the financial reporting process. This course is well recommended for students who want a more in-depth overview of the financial accounting and reporting required for understanding firm performance and potential future risks through analysis of reported financial information, such as students intending to go into financial analysis and Financial Manager, security analyst, etc.

CourseObjectives:

- To provide the students with the basic concepts and practices leading to preparation and presentation of financial statements.
- To familiarize the students with the financial statements of an organization as a user of management information.
- To introduce the students to the legal and practical aspects of accounting of major components of financial statements.
- To discuss the various concepts, tools and practices in analysis and interpretation of financial statements.

CourseLearningOutcomes:

At the end of this course the students should be able to:

- ✓ Demonstrate various concepts & steps that organizations follow in financial accounting so that the organization can deliver the fair position of business to the interested parties and the measures that can be taken for economic development too.
- ✓ Break down the accounting process and system through accounting equations so as to analyze the classifications of revenues and expenses.



DEAN

FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

- ✓ Understand the financial statement analysis, and use tools and techniques to analyse and interpret the key parameters of financial performance
- ✓ Discover how balance sheets, income statements, and cash flow statements are developed and how each one is interpreted.
- ✓ Evaluate the financial health of a business using financial statements.
- ✓ Prepare and evaluate financial forecasts to make strategic decisions

Course Content:

UNIT-I(12Hours)

Basic Accounting Concepts – Trial Balance – Reconciliation – Income and Expenditure statements – Depreciation – Cash flow statement – Purpose – Uses – Structure – Format of cash flow statement – Preparing cash flow statement – reporting cash flows – Interpreting the cash flow statement

UNIT-II(12Hours)

Objective and users of financial statements – The reporting entity – Elements of financial statements – Financial Analysis – Articulation of financial statements – Elements from which financial statements are constructed

UNIT-III(12Hours)

Standards of comparison – Earnings quality – Techniques of Financial Statement Analysis – Using financial ratios – corporate disclosure policy – Efficient market hypothesis and financial statement analysis – Earnings management interpreting financial reports – Scanning the annual report

UNIT-IV(12Hours)

Effect of changes in accounting principles – Sustainable earnings – Recurring vs non-recurring – operating vs non-operating – Continuing vs discontinued Effect of discontinuing operations – comprehensive income – revenue recognition – Various forms of sales growth – internally-generated growth, growth from acquisitions – Ratio Analysis – Financial statements forecasting – accounting policies, changes in accounting estimates and errors – events after the balance sheet date.

UNIT-V(12Hours)

Responsibility Accounting & Reporting Introduction. Meaning and significance of Responsibility Accounting. Prerequisites for Responsibility Accounting. Meaning of Responsibility Centers. Types of Responsibility Center. Relevance of Responsibility-Reporting. Limitations of Responsibility Accounting – Divisional Performance Measurement. Periodic Evaluation of Performance – Overall and Divisional Profit as a Yardstick for Periodic Performance Evaluation.



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

PRACTICAL COMPONENTS:

- ✓ Students are asked to identify and summarise the components of given financial statements (Course instructor to collect reports from company websites and distribute to the students for exercise purpose).
- ✓ Students are asked to prepare trial balance, and trading and Profit & loss account and balance sheets to the company reports (Course instructor to collect reports from company websites and distribute to the students for exercise purpose).
- ✓ Students are to form groups (group consists of 4-6 students) to submit a brief report on modern financial reporting practices followed in Indian and Multinational companies.

Case Study (Not Exceeding 300

words) REFERENCE TEXT BOOKS:

- 1) Jain & Narang: Advanced Accountancy, Kalyani Publications, Ludhiana, Latest Edition
- 2) Pandey I.M.: Financial Management, Vikas Publishing, New Delhi, Latest Edition.
- 3) Khan M.Y. & Jain P.K.: Management Accounting, Tata McGraw-Hill, New Delhi, Latest Edition.
- 4) Sharma & Gupta: Management Accounting, Kalyani Publishers, Ludhiana.
- 5) Singvi, N.M. & Ruzbeh J. Bodhanwala: Management Accounting Text and Cases.

22MBA105: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING

Course Name	Business Analytics for Managerial Decision Making	L	T	P	C	IM	EM	TM
Course Code	22MBA105	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

The role of business analytics in assisting decision-making has now become essential for all organizations in today's data-driven world where data and the insights that it can inspire are a source of competitive advantage. While business analytics is now being used at various levels within the organization. This course gives an introduction to the area of business analytics. Business Analytics (BA) is generally understood as the extensive use of data, mathematical

and statistical models using exploratory, descriptive, predictive and causal models under the framework of evidence and fact-based management to drive decisions and actions.



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

Course Objectives:

- To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making;
- To become familiar with the processes needed to acquire and prepare data, develop, fit, validate and deploy models and use them for decision making;
- To acquire knowledge about different analytical tools used for model building, to establish relationship among different variables that effect business decision making.

Course Learning Outcomes:

By the end of the course, students will be able to

- ✓ To explain how data analytics can create a competitive advantage for businesses in the digital economy.
- ✓ To describe strategic/managerial/organizational problems related to analytics for an organization or industry.
- ✓ To identify and articulate solutions for generating organizational value through improved data analytics maturity.
- ✓ To apply data analytics to assist strategic-level decision-making.

Course Content:

UNIT-I(12Hours)

Introduction: Meaning, Definition and Importance of Business Analytics – Analytics vs Analysis – Business Analytics vs Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem – Analytical Approaches for Decision Making – Business Analytics as a Competitive Strategy – Effective Communication of Analytics.

UNIT-II(12Hours)

Mathematics and Statistics for Business Analytics: Concept and Definition of Data Science – Data Sources, Types of Data and Data Representations – Mathematics for Business Analytics: Application of Differentiation, Maxima and Minima, Matrices and Matrix Operations using Cramer's Rule and Inverse Method (Problems) – Probability and Counting Techniques: Bayes' Theorem, Binomial, Poisson and Normal Distributions (*Theory and Problems*) – Statistics for Business Analytics: Descriptive Statistics-Measures of Central Tendency, Variability and Shape (*Theory and Problems*).



DEAN

FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

UNIT-III(12Hours)

Sampling Theory – Scaling, Measurement Data Collection Techniques (Overview) – Hypothesis Formulation and Testing Techniques–*Non-Parametric Tests*(Mann-Whitney U, Chi-square test, and Spearman R) – *Parametric Tests*: Correlation, t-test and ANOVA – Data Interpretation, Report Writing and Presentation(*Theory and Problems*).

UNIT-IV(12Hours)

Predictive Analytics Tools & Techniques: Concept of Predictive Analytics – Linear Regression and Logistic Regression(*Theory and Problems*)–Factor Analysis–Cluster Analysis(*Theory*)
–Econometrics and Time Series Forecasting(*Theory and Problems*).

UNIT-V(12Hours)

Contemporary Analytics: Financial and Risk Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Sales force Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics(*Theory*).

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Students should identify any three companies using data analytics, and analyze how companies are using analytics to prosper.
- ✓ Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data.
- ✓ Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- ✓ Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- ✓ Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- ✓ Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making.
- ✓ Assess the strengths and limitations of analytics and predictive modeling techniques for different business applications and varying data conditions using free and open source softwares like 'R' and 'Orange'.
- ✓ Students are expected to write the research design on Exploratory and Descriptive Research.
- ✓ Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- ✓ Students are asked to conduct Market survey to know the consumer perception towards any FMCGs

DEAN

FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

REFERENCE TEXTBOOKS:

- 1) Shmueli, Patel and Bruce, *Data Mining for Business Intelligence, Concepts, Techniques and Applications*, Wiley.
- 2) Powell and Baker, *Management Science: The Art of Modeling with Spreadsheets*, Wiley.
- 3) Ledolter, *Data Mining and Business Analytics with R*, Wiley.
- 4) Danielle Stein Fairhurst, *Using Excel for Business Analysis: A Guide to Financial Modeling Fundamentals + website*, Wiley, 2013.
- 5) Winston Wayne L., *Microsoft Excel 2013: Data Analysis and Business Modeling*, Microsoft Press, USA.
- 6) CR Kothari, *Research Methodology*, Vishwa Prakashan, 2002.
- 7) Donald R. Cooper & Pamela S. Schindler, *Business Research Methods*, 9/e, TMH /2007

22MBA106: MANAGERIAL COMMUNICATION

Course Name	Managerial Communication	L	T	P	C	IM	EM	TM
Course Code	22MBA106	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

This course explores the important roles that communication plays in managers/leaders being effective in their tasks as they exchange meaning with supervisees, peers, supervisors, the larger organization, and the community. Both formal and informal communication will be addressed. The course also explores the relationship between management and communication, providing students with the skills to improve their management communication skills.

Course Objectives:

- To develop application of written, oral and interpersonal communication skills and familiarize the students with gaps for personal effectiveness and ways to overcome them.

Course Learning Outcomes:

By the end of the course, students will be able to:

- ✓ Understand communication skills and sensitize them to their potential to become successful managers
- ✓ Explain the various types of communication in Business Organizations.
- ✓ To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public


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FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

- ✓ Identify the role of communication conflict in intercultural relationships.

Course Content:

UNIT-I(12Hours)

Fundamentals of Communication–

Introduction, Understanding Communication, the communication process, Barriers to communication, the importance of Communication in the Workplace.

UNIT-II(12Hours)

Expressive Communication – Written Communication, Business Letters, E-mail, Memo, Reports and Proposals, Oral Communication, Presentation Skills, Meetings, Group Discussion, Managerial Speeches, Interviews, Non-verbal Communication, Kinesics, Proxemics, Voice.

UNIT-III(08Hours)

Receptive Communication Skills – Listening, Importance, Types, Barriers, Improving Listening, Reading Body Language.

UNIT-IV(08Hours)

Organizational Communication–

Internal, Types, Channels, Diversity and Intercultural Communication, External Communication, Types, Channels, Use of Technology.

UNIT-V(12Hours)

Interpersonal Communication –

Interpersonal needs, Reducing Misunderstandings, Rapport Building, Negotiation Skills, Johari Window, Transactional Analysis, **Employment Communication–**

Resumes and Cover Letters, Introduction, Writing a Resume, Writing Job Application Letters, Group Discussion and Interviews

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Demonstrate the effect of noise as a barrier to communication.
- ✓ Make students enact and analyze the non-verbal cues.
- ✓ Give exercises for clarity and conciseness in written communication.
- ✓ As suitable case is to be selected and administered in the class sticking
- ✓ Demonstrate the effect of noise as a barrier to communication.
- ✓ Make students enact and analyze the non-verbal cues.
- ✓ Give exercises for clarity and conciseness in written communication.


DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

- ✓ Asuitablecase istobeselected andadministeredintheclasstickingtoalltheguidelinesofcaseadministeringand analysis.
- ✓ DemonstratingVideoconferencing&teleconferencingin the class.
- ✓ Conductamoockmeetingofstudentsintheclasstidentifyinganissueoftheirconcern.Thestudents should preparenotice,agendaand minutes of themeeting.
- ✓ Eachstudenttogivepresentationof3minutes(thiscanbespreadthroughoutthesemester) and to be evaluated bythe faculty.

REFERENCETEXTBOOKS:

- 1) BoveeandThill:*BusinessCommunicationToday*,McGraw-Hill,SecondEdition
- 2) GuffeyM. E.: *BusinessCommunicationProcess&Product*, Thompson,South-Western
- 3) LevelD.A:*Managerial Communications*,BusinessPublications,Plano,Texas
- 4) PradhanandPradhan:BusinessCommunication,HimalayanPublishingHouse
- 5) SeelyJ.Oxford*WritingandSpeaking*,Oxford
- 6) Ramanand Singh: *Business Communication*,Oxford UniversityPress, New Delhi
- 7) CourtlandI.Bovee,JohnV.Thill,&MukeshChaturvedi,*Business CommunicationToday*,Ninth Edition, New Delhi: Pearson.
- 8) JerryC.Wofford,EdwinA.GerloffandRobertC.Cummins,*OrganizationalCommunication – TheKeystone toManagerialEffectiveness*, NewYork:McGraw-Hill.
- 9) Lesikar&Flatley.,*BasicBusinessCommunication– SkillsforEmpoweringtheInternetGeneration*,9th Edition, McGraw-Hill.
- 10) Monippally,MM., *BusinessCommunicationStrategies*,McGraw-Hill.
- 11) K.K.RamachandranLakshmi,Kartik.M.KrishnaKumar,*BusinessCommunication*,MacMilla nIndiaLtd., 2007.
- 12) ShirleyTaylor,*Communication forBusiness*, PearsonEducation.
- 13) CourtlandI.Bovee,JohnV.Thill,&MukeshChaturvedi,*Business CommunicationToday*,Ninth Edition, New Delhi: Pearson.
- 14) HertaAMurphy,HerbertWHildebrandt,JanePTThomas,*EffectiveBusinessCommunication*,Th eMcGraw-Hill Company, New Delhi.

22MBA107,PERSONALITYDEVELOPMENTTHROUGHLIFEENLIGHTENMENTSKILLS

CourseName	PersonalityDevelopmentthroughLifeEnlightenmentSkills	L	T	P	C	IM	EM	TM
CourseCode	22MBA107	3	0	1	4	30	70	100

L-Lecture,T-Tutorial,P-Practical,C-Credits,IM-InternalMarks,EM-ExternalMarks,TM-TotalMarks

CourseDescription:

Personality development is the development of your behavior patterns and attitude. It is the result of where we are born, the circle we interact with and our personal temperament. Every person is different. There are some characteristics traits that make you unique. Personality development through life enlightenment course aims to help students identify negative behaviors which


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FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

may

be stopping them from reaching their desired goals. This course will help students both in their personal and desired professional life. The other purposes of personality development through life enlightenment course are to enable you lead stress-free and healthier life, ethical decision making ability, enhanced confidence level, and building a more pleasing personality.

Course Objectives:

The Course will introduce the students to

- 1) Learn to achieve the highest goal happily.
- 2) Become a person with stable mind, pleasing personality and determination.
- 3) Learn to build positive attitude, self-motivation, enhancing self-esteem and emotional intelligence
- 4) Learn to develop coping mechanism to manage stress through Yoga and meditation techniques
- 5) Awaken wisdom among them.

Course Learning Outcomes:

At the end of this course the students should be able to:

- ✓ Develop their personality and achieve their highest goals of life.
- ✓ Lead the nation and mankind to peace and prosperity
- ✓ Practice emotional self-regulation.
- ✓ Develop a positive approach to work and duties
- ✓ Develop a versatile personality

Course Content:

UNIT I (12 Hours)

Introduction to Personality Development

The concept of personality - Dimensions of Personality - Theories of Personality development (Freud & Erickson) - The concept of Success and Failure - Factors responsible for Success - Hurdles in achieving Success and Overcoming Hurdles - Causes of failure - Conducting SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis

UNIT II (10 Hours)

Attitude, Motivation and Self-esteem

Conceptual overview of Attitude - Types of Attitudes - Attitude Formation -


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KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

Advantages/Disadvantages of Positive/Negative Attitude - Ways to Develop Positive Attitude
Concept of motivation: Definition and Nature of Motivation/Motive – Internal and external motives - Theories of Motivation - Importance of self-motivation - Factors leading to de-motivation.

Self-esteem - Definition and Nature of self-esteem – Do's and Don'ts to develop positive self-esteem – Low self esteem - Personality having low self esteem- Positive and negative self-esteem.

UNIT III (10 Hours)

Other Aspects of Personality Development

Body language - Problem-solving - Conflict Management and Negotiation skills - Decision-making skills - Leadership and qualities of a successful leader - Character building - Team-work - Time management - Work ethics - Good manners and etiquette - Emotional Ability/Intelligence - Dimension of emotional intelligence - Building emotional intelligence.

UNIT IV (10 Hours)

Neeti Satakam - Holistic Development of Personality

Verses-19,20,21,22 (wisdom) - Verses-29,31,32 (pride and heroism) - Verses-26,28,63,65 (virtue)

Personality of Role Model - Shrimad Bhagwad Geeta

Chapter 2 - Verses 17 - Chapter 3 - Verses 36,37,42 - Chapter 4 - Verses 18,38,39 - Chapter 18 - Verses 37,38,64

UNIT V (10 Hours)

Yoga & Stress Management

Meaning and definition of Yoga - Historical Perspective of Yoga - Principles of Astanga Yoga by Patanjali - Meaning and Definition of Stress - Types of Stress - Eustress and Distress - Stress Management - Pranayama - Pranayama: Anulom and Vilom Pranayama - Nadishudhi Pranayama - Kapalabhati Pranayama - Bhramari Pranayama - Nadanusandhana Pranayama - Meditation techniques: Om Meditation - Cycle meditation - Instant Relaxation technique (IRT), Quick Relaxation Technique (QRT), Deep Relaxation Technique (DRT) (Theory & Practical).

PRACTICAL COMPONENTS:

- ✓ Students should identify different types of personality to know their own personality. Students are to describe the characteristics of personalities and submit the same for assessment.



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

- ✓ Students are to form groups (a group consists of 4-6 students) to identify and write a brief note on famous personalities of India and World.
- ✓ Students are required to identify different types of attitudes and give any five examples of each.
- ✓ Students are expected to check their attitudes and develop ways to improve their attitudes at work place and home.
- ✓ Students are required to identify keys to self-motivation to achieve their goals.
- ✓ Students are expected to identify at least seven types of body language and conduct activities with the following:

S.No.	Pose	Possible Interpretations
1	Standing with your hands on your hips	Aggressive, disgusted
2	Standing upright	Confidence
3	Arms crossed on your chest	Defensive
4	Resting your hand on your cheek	Thinking
5	Touching or rubbing your nose	Doubt, lying
6	Resting your head in your hands	Boredom, tired
7	Tapping your fingers	Impatience
8	Biting your nails	Nervous, insecure
9	Playing with your hair	Insecure
10	Rubbing your eyes	Disbelief, doubt

- Conduct the following exercise to develop communication skills –
Negotiation Skills and Empathy

Exercise: Card Pieces

In this activity, team members trade pieces of playing cards to put together complete cards.

Uses- This exercise is useful for showing team members others' perspectives. It builds communication and negotiation skills, and helps people to develop empathy.

People and Materials

- Enough people for at least three teams of two.
- Playing cards – use between four and six for each person.
- A private room.

Time -

15 minutes.

Instructions:

1. Cut each playing card into half diagonally, then in half diagonally again, so you



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FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

- have four triangular pieces for each card.
2. Mix all the pieces together and put equal numbers of cards into as many envelopes as you have teams.
3. Divide people up into teams of three or four. You need at least three teams. If you're short of people, teams of two will work just as well.
4. Give each team an envelope of playing card pieces.

- **Conduct following Time management activity- Ribbon of Life**

Take a colored ribbon length of approximately 1 meter/100 cm. and scissors. Start with the following questions:

1. If the life span of an individual is say, 100 years. Consider that each cm represents one year. The response will be that few live that long. Assuming a life of 75 to 90 years, cut 10 to 25 cm off the ribbon, accordingly.
2. What is the average age of the participants sitting here, the response would be 25 to 30 depending on the group. In that case, cut another 25 cms of the ribbon and say that is gone you cannot do anything.
3. What is left is 50 years? People will say, -Yes, but the answer is NO.
4. Every year we have 52 weeks that is 52 Sundays. If we multiply that by 50 years, it comes to 7.14 years. Reduce the ribbon by another 7.14 cm.
5. We also usually have Saturdays off, so reduce another 7 cms.
6. Public/National holidays are 10 multiple with 50 years. That comes to another 1.5 years. Reduce ribbon by another 1.5 cms.
7. Your casual leave, sick leave, and annual holidays approx. 40 days a year, multiplied by 50. Cut off another 5 cms. Now you are left with about 29.5 years. But, the calculation is not over yet.
8. You sleep an average of 8 hours daily; multiply that by 365 days and again by



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

- 50 years (i.e. $122 \text{ days} \times 50 = \text{almost } 17 \text{ years}$). Cut off another 17 cm.
9. You spend time eating lunch, breakfast, snacks, and dinner total 2 hours daily (i.e. $30 \text{ days a year} \times 50 \text{ years} = 4 \text{ years or so}$). Cut off another 4 cm.
10. Last, let's figure we spend about 1 hour a day traveling from place to place for activities and such, (that's about 2 more years). We're down to 6 (SIX) years of life to make it or break it.



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KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

What You'll Need

Advice for the Teacher/Facilitator:

- Students are asked to recite verses: 26, 28, 63, 65 (virtue) of Nectisatakam- Holistic development of personality.
- Students are asked to identify personality of role models from Shrimad Bhagwad geet and portray the roles of the same.
- Students are asked to practice Yoga and meditation techniques

REFERENCE TEXTBOOKS:

1. Hurlock, E.B. Personality Development, 28th Reprint, New Delhi: Tata McGraw Hill, 2006.
2. Gopinath, Rashtriya Sanskrit Sansthanam P, Bhartrihari's Three Satakam, Niti-sringar-vairagya, New Delhi, 2010
3. Swami Swarupananda, Srimad Bhagavad Gita, Advaita Ashram, Publication



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

- Department, Kolkata, 2016.
- Lucas, Stephen. Art of Public Speaking. New Delhi, Tata -Mc-Graw Hill, 2001
 - Mile, D.J. Power of positive thinking, Delhi, Rohan Book Company, (2004).
 - Pravesh Kumar, All about Self-Motivation, New Delhi, Goodwill Publishing House, 2005.
 - Smith, B. Body Language, Delhi: Rohan Book Company, 2004
 - Yogic Asanas for Group Training-Part-I, Janardhan Swami Yogabhyasi Mandal, Nagpur.
 - Rajayoga or Conquering the Internal Nature by Swami Vivekananda, Advaita Ashrama (Publication Department), Kolkata.
 - Nagendra H. R. and Nagaratna R., Yoga Perspective in Stress Management, Bangalore, Swami Vivekananda Yoga Prakashan.

Online Resources:

- https://onlinecourses.nptel.ac.in/noc16_ge04/preview
- <https://freevideolectures.com/course/3539/indian-philosophy/11>

22MBA108: MSEXCEL & ACCOUNTING TALLY

Course Name	MSEXcel & Accounting Tally	L	T	P	C	IM	EM	TM
Course Code	22MBA108	0	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Tally, or Transactions Allowed in a Linear Line Yards, is a famous program developed by Goenkasin 1986. Its principal goal, as used by a huge number of small and medium-sized businesses, is to execute accounting activities in a highly precise and methodical manner. This course will make students familiar with various aspects of the program, how it works, and comprehend basic concepts like bookkeeping, profit, and loss analysis, stock maintenance, and so on. The most recent version is tally ERP9.

Course Objectives:

- To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications.
- To provide students hands on experience on MS Excel in different versions of Microsoft OS.
- To gain proficiency in creating solutions for Data Management and Reporting, and
- To learn about Tally Software and gain proficiency in creating and exporting data and reports obtained in Tally Software.

Course Learning Outcomes:


DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
CHILIPATNAM - 521 001

At the end of the course, the students will learn



- ✓ How to use different versions of MS Excel, the advanced data options available,
- ✓ How to enter financial data in Tally, and how to interpret the financial results obtained from Tally.

Course Content:

UNIT-I

Introduction: Understanding Excel's Files, Ribbon and Shortcut– Create a workbook– Enter data in a Worksheet – Format a Worksheet. Format Numbers in a Worksheet – Create an Excel Table– Filter Data by Using an Auto Filter, Sort Data by using an Auto Filter– Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts– Working with Cells and Ranges: Formatting Cells, Name Manager – Visualizing Data Using Conditional Formatting: Apply Conditional Formatting – Printing Your Work: Print a Worksheet, Using Print Preview & Other Utilities.

UNIT-II

Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column– Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index

UNIT-III

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations – Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities– Using Custom Number Formats: Right Click, Format Cells Window– Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab – Analyzing Data with the Analysis ToolPak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, ZTest.

UNIT-IV

Computers and Accounting: Fundamentals of Computerized Accounting– Computerized Accounting Vs Manual Accounting– Features of Tally– Procedure for Creating a New Company – Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups – Display of Predefined Vouchers – Voucher Creations and Alteration of Vouchers while or after Entering Transaction – Types of Vouchers – Payment Voucher – Receipt Voucher – Sales Voucher – Purchase Vouchers.


DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

UNIT-V

Accounting Tally: Ledger – Groups in Tally – Primary Groups, Sub-groups, Creation of Ledger - process of Creation of Ledger – Balance Sheet at the Gateway of Tally – Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports – Creation of Stock Categories – Stock Items– Stock Groups

REFERENCE TEXTBOOKS:

1. Tally– Accounting software S. Palanivel– Marghan Publications
2. Computer Applications in Business– Dr. Rajkumar

Learning Resources:

- 1 Text Books Excel 2010 Bible [With CDROM] by John Walkenbach, John Wiley & Sons, 2010 Edition
- 2 Reference Books Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007
- 3 Supplementary Reading
Material www.hrdaip.gov.in/Downloads/04.MS%20Excel.pdf www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf www.microage.com/apps/training/courseware/excel.pdf www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf
- 4 Websites <http://office.microsoft.com/en-us/>
<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx> <http://office.microsoft.com/en-us/excel/>
<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx> <http://www.baycongroup.com/cl0.html> http://spreadsheets.about.com/od/tipsandfaq/f/excel_use.html <http://www.computerhope.com/shortcut/excel.html>

22MBA201: MARKETING MANAGEMENT

Course Name	Marketing Management	L	T	P	C	IM	EM	TM
Course Code	22MBA201	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Marketing Management is a course revolving around various concepts of marketing strategies, practices and new techniques which vary with the demands and needs of the consumers. The course examines the role and importance of marketing in the firm and other organizations.

This course will cover topics such as marketing plans/strategies, marketing research, market segmentation, retailing, advertising, pricing, Internet marketing, etc.



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MACHILIPATNAM - 521 001

Course Objectives:

This course will help the students to develop a better appreciation and understanding of the role of marketing in a business organization specifically, and in our society at large.

Specific objectives include:

- To enhance your knowledge about marketing theories, principles, strategies and concepts and how they are applied;
- To provide you with opportunities to analyze marketing activities within the firm;
- To allow you to apply marketing concepts and theories to realistic marketing situations

Course Learning Outcomes:

At the end of the course, the students will be able to:

- ✓ Formulate a *marketing* plan that will meet the needs or goals of a business or organization.
- ✓ Develop an integrated marketing communications plan for a *product*, concept, good and/or service based on an identified market need or target.
- ✓ Formulate strategies for developing new and/or modified *products*, concepts, goods and services that respond to evolving market needs.
- ✓ Develop strategies for the efficient and effective placement/ distribution of *products*, concepts, goods, and services that respond to evolving markets.
- ✓ Evaluate the impact of using different marketing strategies for a product, concept, good and/or service, on the finances, Return on Investment (ROI) and business goals of an organization.
- ✓ Evaluate the viability of a concept, *product*, good and/or service in a local, national or international markets.
- ✓ Conduct *market research* to provide information needed to make *marketing* decisions.

Course Content:

UNIT-I (12 Hours)

Introduction: Basic marketing concepts – Understanding Customers – Company Orientation towards Marketing – Transaction Vs Relationship Marketing – Analyzing Markets and Customers – Integrated Marketing Concept – Defining and Delivering Customer Value and Satisfaction – Value Chain – Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions – Marketing Research and Information – Adapting Marketing to New Liberalized Economy – Changing Marketing Practices: e-marketing, Tele Marketing, Cause Marketing, Societal Marketing, Rural Marketing, Green Marketing, Emotional Marketing, Guerrilla Marketing.

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UNIT-II(10Hours)

Strategic Marketing Planning – Buyer Behavior – Consumer vs. Organizational Buyers – Market Segmentation and Targeting – Positioning and Differentiation Strategies – Marketing Mix – Product Decisions: Concept of a Product, and Classification of Products – Product Mix and Line Decisions – Product Life Cycle – Strategic Implications – New Product Development and Consumer Adoption Process – Price Setting: Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes.

UNIT-III(10Hours)

Marketing Communication: Concept, Definition, and Importance – Marketing Communication Mix – Promotion Decisions – Integrated Marketing Communication – IMC Planning Process – Integrated Communications Strategy – Recent trends in Marketing communications.

UNIT-IV(10Hours)

Marketing Channel System – Functions and Flows – Channel Design – Channel management – Selection, Training, Motivation, and Evaluation of Channel Members – Channel dynamics: VMS, HMS, and MMS – Distribution Strategy – Market Logistics Decisions.

UNIT-V(10Hours)

Marketing Organization and Control: Types of Marketing Organization Structures, and Factors affecting Marketing Organization – Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – Customer Relationship Marketing – Customer Attracting and Retaining Customers – Consumerism – Consumer Rights and Marketers' Responsibilities.

Case Study (Not Exceeding 300**words) PRACTICAL COMPONENTS:**

- ✓ Students are to analyze different needs and wants of consumers in your locality or region
- ✓ Students are to analyze the prevalent marketing environment in your locality or region.
- ✓ Students are to analyze Product Life Cycle of few Products like consumer durables (ex., Electronic goods, Computers, etc.).
- ✓ Students are to analyze Packaging strategies used by local FMCG companies
- ✓ Students are to analyze Marketing strategies/planning used by local/regional automobile, cosmetic and FMCG companies



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REFERENCETEXTBOOKS:

- 1) Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, *Marketing Management - A South Asian Perspective*, Pearson Education.
- 2) Agarwal, P.K., *Marketing Management - An Indian perspective*, Pragati Prakasham
- 3) Kazmi SHH, *Marketing Management Text and Cases*, Excel.
- 4) Philip Kotler and Armstrong, G., *MARKETING*, Prentice Hall of India, 12th Edition.
- 5) Ramaswamy V. S. & Nama Kumari, S., *Marketing Management - Planning and Control*, Macmillan.
- 6) Jayachandran, S., *Marketing Management*, Excel Books.
- 7) Michael J. Etzel, Bruce J. Walker, William J. Stanton, *Marketing*, Tata McGraw Hill.
- 8) William J. Stanton, *Fundamentals of Marketing*, McGraw-Hill.
- 9) Palmer - *Introduction to Marketing*, Oxford University Press.
- 10) Zinkota & Kotabe, *Marketing Management*, Prentice Hall of India.

22MBA202:HUMAN RESOURCESMANAGEMENT

CourseName	HumanResourcesManagement	L	T	P	C	IM	EM	TM
CourseCode	22MBA202	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

CourseDescription:

Human Resource Management links people-related activities to business strategy. The course develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques and issues. Topics include job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, and the strategic contribution of HRM to organizational performance and evaluating HRM effectiveness. The course of Human Resource Management mainly focuses on administrative services, staff administration, and performance management, and most importantly, on the hiring process. The course helps the students to study and get the knowledge and principles that are required to handle the human resources of the company.

CourseObjectives:

- To develop a meaningful understanding of HRM theory, functions and practices;
- To apply HRM concepts and skills across various types of organizations.
- This course helps students to understand the changing role of HR manager in the globalized era.



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Course Learning Outcomes:

By the end of the course, students will be able to

- ✓ Acquaint with the functions of HRM like recruitment, selection, training, performance appraisal and compensation management.
- ✓ Learn about the changing role of HR manager and the challenges of HR manager in the globalized era.

Course Content:

UNIT-I (12 Hours)

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives and Functions of HRM – Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HR Manager – Models of HRM – HRM in a Changing Environment.

UNIT-II (10 Hours)

Procurement: HR Job Analysis – Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning – Demand Forecasting and Process of HR Planning – Problems and Limitations of HRP –

Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, Recruitment Organisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, and Recent Trends in Recruitment Practices –

Selection: Meaning, Definition, Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection – Placement, Induction, and Socialization.

UNIT-III (10 Hours)

Development and Performance Management: Objectives of Training, Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Training and Development Programmes – Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, Problems of Performance appraisal, and Post Appraisal Feedback.

UNIT-IV (10 Hours)

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development – Compensation Management: Definition, Need for Sound salary Administration.


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Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management, Job Evaluation – Employee Welfare Measures.

UNIT-V(10Hours)

Maintaining: HRM Approach to Employee–

Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL– Retirement, Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing– HRM Changes in Management Control Systems: HRIS, HRM Accounting, and HR Audit– International HRM: Perspectives and Challenges – Grievance and Disciplinary Procedure – HR Research.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Expose student to standard selection tests followed in various sectors.
- ✓ Exploring training and development practices.
- ✓ Exploring performance appraisal practices in various sectors.
- ✓ Exploring employee separation practices.
- ✓ Give a job analysis case and ask the student to prepare job description and job specification.
- ✓ Ask the student to prepare an appointment letter for the post of office manager of company known to you.

REFERENCE TEXT BOOKS:

1. Monappa, A., and Saiyaddin, M., *Personnel Management*, Tata McGraw Hill.
2. DeCenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice
3. Hall of India.
4. Dessler, *Human Resource Management*, Pearson Education.
5. Singh, N. K., *Human Resources Management*, Excel Books.
6. Subba Rao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
7. Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw Hill.
8. V. S. P. Rao, *Human Resources Management*, Excel Books.
9. Pattanyak, *Human Resource Management*, Prentice Hall of India.
10. Flippo E. E., *Personnel Management*, McGraw Hill.
11. Memoria C. B., *Personnel Management*, Himalaya Publishers.
12. Ivancevich, *Human Resources Management*, McGraw Hill.



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22MBA203:FINANCIALMANAGEMENT

CourseName	FinancialManagement	L	T	P	C	IM	EM	TM
CourseCode	22MBA203	4	0	0	4	30	70	100

L-Lecture,T-Tutorial,P-Practical,C-Credits,IM-InternalMarks,EM-ExternalMarks,TM-TotalMarks

CourseDescription:

Finance Management is designed to expose the student to the financial issues of determining the monetary resources needed by a business, the mix of these resources, the sources and uses of funds, the benefits, risks and costs associated with different types of resources and financing.

CourseObjectives:

- ✓ To give understanding and perspective on financial management function in the company and its relation to domestic and international economy.
- ✓ To provide illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management.
- ✓ To enable the student to understand the process of evaluating the financial performance of organizations using various tools and techniques.

CourseLearningOutcomes:

By the end of the course, students will be able to

Learn about different functions of financial management like procuring finance, investment decisions, dividend decisions and liquidity management in the organizations.

CourseContent:

UNIT-I(12Hours)

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals –

Changing Role of Finance Managers – Time value of money – Present Value – Risk and Return –

Profit maximization Vs. Wealth Maximization – Financial Decisions –

Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and

Financial Forecasting (Theory and Problems).

UNIT-II(10Hours)

Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis – Cost of Capital –

Measurement of Specific Costs of Capital – Weighted Average Cost of Capital (Theory and Problems).



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MACHILIPATNAM - 521 001

UNIT-III(10Hours)

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – **Capital Budgeting**: Nature, Scope, Significance, and Risks in Capital Budgeting – Techniques of Capital Budgeting: Traditional and DCF techniques – Risk Analysis in Capital Budgeting. **(Theory and Problems)**

UNIT-IV(10Hours)

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements – Operating cycle – Financing of Working Capital – Management of Cash, Receivables, and Inventory – Management of Profits: Dividend Policy and Dividend Theories. **(Theory and Problems)**.

UNIT-V(10Hours)

Financial Analysis: Types of ratios, Classification and analysis through ratios, Advantages and Limitations of ratio analysis **(Theory and Problems)**.

Case Study (Not Exceeding 300 words) or Problem

PRACTICAL COMPONENTS:

- ✓ Students are expected to study any five companies' financial reports and submit a report on their financial planning and financial forecast.
- ✓ A group assignment on – capital structure of any three big domestic companies and any three MNCs with respect to the models studied in unit-3.
- ✓ Identifying the small or medium sized companies and understanding the investment evaluation techniques used by them.
- ✓ Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- ✓ Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- ✓ Case studies on dividend policies of various companies with respect to Indian context.

REFERENCE TEXT BOOKS:

- 1) James C Van Horne & John M. Wachowicz Jr. *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.
- 2) Arthur Keown, John Martin, William Petty & David Scott Jr. *Financial Management: Principles and Applications*, Prentice Hall of India, New Delhi.


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- 3) Brealey, Richard and Myers Stewart, C., *Principles of Corporate Finance*, McGraw Hill, New Delhi.
- 4) Brigham F Eugene and Houston F Joel, *Fundamentals of Financial Management*, International Students Edition.
- 5) Hampton, John, *Financial Decision Making: Concepts, Problems and Cases*, Prentice Hall of India, New Delhi.
- 6) Weston, JF and Brigham, E.F., *Essentials of Managerial Finance*, Pearson Education.
- 7) James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India.
- 8) Chandra Bose D., *Fundamentals of Financial Management*, Prentice Hall of India.
- 9) Khan MY and Jain P.K., *Financial Management: Text and Problems*, Tata McGraw Hill.
- 10) Pandey IM., *Financial Management*, Vikas Publishing House Pvt. Ltd.
- 11) Pandey & Bhat, *Cases in Financial Management*, Tata McGraw Hill.
- 12) Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill.

22MBA204: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Course Name	Entrepreneurship & Small Business Management	L	T	P	C	IM	EM	TM
Course Code	22MBA204	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks.

Course Description:

The course discusses the different steps in the entrepreneurial and small-business process, such as opportunity recognition, gathering resources, strategic planning in smaller companies, managing the venture, and growth, exit or failure of the business. It also introduces different types of entrepreneurship, such as social, academic and corporate venturing, as well as the theories that are important within this research field.

Course Objectives:

- To develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur and to develop perspective understanding of start-ups and MSMEs in the Indian context.
- To enable students to have an understanding of growth of entrepreneurship in India, problems of rural entrepreneurship, women entrepreneurship.
- To acquaint students with the knowledge of writing a business plan, role of MSMEs in economic development and different kinds of support available from different institutions.

Course Learning Outcomes:

After completion of this course, students should be able to

- ✓ Develop an understanding of entrepreneurship and small business and appreciate their role in an economy, particularly in the Indian economy;
- ✓ Develop and demonstrate competence in basic business and marketing planning;


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