



AKSHARA

INSTITUTE OF MANAGEMENT & TECHNOLOGY.

(Approved by AICTE, New Delhi. & Affiliated to Sri Venkateswara University, Tirupati.)

**AKSHARA
INSTITUTE OF MANAGEMENT & TECHNOLOGY (MBA)**

(Kotramangalam, Tiruchanoor Post, TIRUPATI-517503)



MASTER OF BUSINESS ADMINISTRATION (M.B.A)

UNDER CHOICE BASED CREDIT SYSTEM (CBCS) REVISED

REGULATIONS -2021-23

(For Regular students of University and affiliated colleges, S.V. University, Tirupati)

(To come into effect from the academic year 2021-22)



SRI VENKATESWARA UNIVERSITY

DEPARTMENT OF MANAGEMENT

STUDIES

TIRUPATI – 517 502



Semester – I

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
101	Management and Organizational Behaviour	Core: Life Skills	4	30	70	3 Hrs	100
102	Managerial Communication	Core: Life Skills	4	30	70	3 Hrs	100
103	Managerial Economics	Core	4	30	70	3 Hrs	100
104	Accounting for Managers	Core: Skill Development	4	30	70	3 Hrs	100
105	Quantitative Analysis for Management Decisions	Core	4	30	70	3 Hrs	100
106	Business Statistics	Core: Practical	4	30	70	3 Hrs	100
107	Modelling with Excel	Core- Online	4	--	100	3 Hrs	100
108	Human Values and Professional Ethics	Audit: Life Skills		100			

Semester – II

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
201	Marketing Management	Core: Life Skills	4	30	70	3 Hrs	100
202	Human Resources Management	Core	4	30	70	3 Hrs	100
203	Financial Management	Core	4	30	70	3 Hrs	100
204	Production Management	Core: Skill Development	4	30	70	3 Hrs	100
205	Business Research Methods	Core: Practical	4	30	70	3 Hrs	100
206	Operations Research	Core	4	30	70	3 Hrs	100
207	Management Information Systems	Core- Online	4	--	100	3 Hrs	100
208	Leadership Values, and Styles	Audit: Life Skills		100			



Semester - I

101 - Management and Organizational Behavior

Objectives:

1. Provide conceptual understanding of management concepts
2. Familiarize the students with the contemporary issues in Organization Behaviour
3. Enable them to apply the concepts in the management organizations

Unit – I

Introduction to Management – Principles of Management – Functions of management – Decision making process - Social responsibility of Management – Fundamentals of Planning, Organising, Staffing, Leading, and Controlling.

Unit – II

Introduction to OB – Learning – Personality Theories– Perception – Learning Process, and Theories – Values & Attitudes.

Unit – III

Motivation Theories – Managing Motivation in Small and large organizations – Effective Groups & Teams – Leadership Theories, Styles – Group Dynamics – Power, Politics, and Conflict – Resolving Conflicts.

Unit – IV

Organization Culture & Climate– Organizational Ethos – Functionality of Culture – Process and implementation of Change – Managing Resistance to Change - Organization Structure and Communication

Unit – V

Organizational Development – Phases and Interventions of OD – Johari Window – Transactional Analysis- Managerial Interpersonal Styles - Managing Stress & Burnout.

Course Outcomes: The Student is able to

- CO1 : Examine the Management concepts and functions.
- CO2 : Apply the concepts of delegation of authority, decentralisation and departmentation in real life situations.
- CO3 : Discuss the organizational behaviour and climate.
- CO4 : Evaluate the basic concepts of organizational conflicts and climate



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References:

1. Fred Luthans: **Organization Behaviour** (McGraw Hill)
2. Stephen P Robbins: **Organization Behaviour** (Pearson)
3. Wehrich, Cannice & Koontz: **Management** (Tata McGraw Hill)
4. Robin Finchan and Peter Rhodes: **Organizational Behaviour** (Oxford)
5. Nelson, Quick. **ORGB with MindTap** (Cengage MindTap)

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.





102 - Managerial Communication

Objectives:

1. To make the students aware of their communication skills and gaps.
2. To help students acquire needed skills to handle corporate communication.

Unit – I

Communication – Meaning – Communication cycle – Process – Theories and Models of communication – Characteristics of Successful Communication – Barriers to communication.

Unit – II

Oral communication, Importance – Business Presentations, and Public Speaking – Conducting Meetings – Group Discussions & team Presentations - Types of Interviews – Preparing for Interviews – Telephone Talks -.

Unit – III

Written Communication – Importance – Reading & Writing Skills – Speed Reading- Business Letters, Reports, and Proposals – Circulars, Minutes, Memos & Notices – Email - – Memory – Resume Building – Employment Messages

Unit – IV

Non-Verbal Communication – Significance, Types – Effective Listening -Transactional Analysis - Time Management

Unit – V

Corporate communication – Ethics in Communication - Intercultural Communication – Group communication – Business Etiquette – Communication styles - Communication technology

Course Outcomes: The Student is able to

- CO1 : Apply the basic concepts of communication for business correspondence.
- CO2 : Distinguish different forms of communication.
- CO3: Adapt report writing skills of different types.
- CO4: Acquire presentation skills along with the interview techniques.



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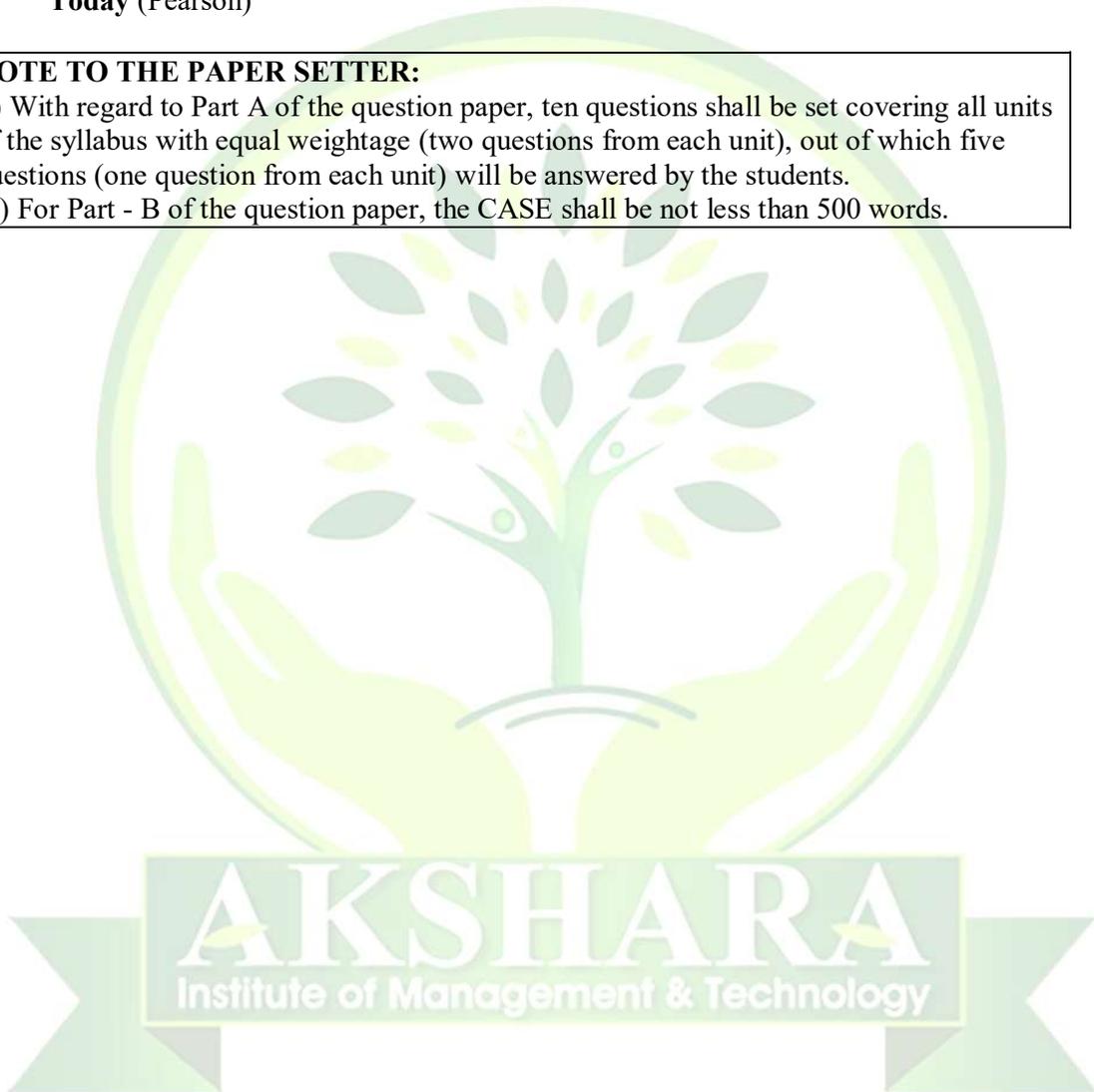
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References:

1. Shirley Taylor :**Communication for Business** (Pearson)
2. Piyush Dhar Chaturvedi and Mukesh Chaturvedi : **Business Communication** (Pearson)
3. Lehman, Dufrene. BCOM with MindTap (Cengage MindTap)
4. M. Ashraf Rizvi : **Effective Technical Communication** (McGraw Hill)
5. Courtland L. Bovee, John V. Hill, Roshan Lal Raina: **Business Communication Today** (Pearson)

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
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103 - Managerial Economics

Objectives:

1. Provide a basic foundation on concepts and principles of Macro Economics, Micro Economics and managerial economics.
2. Demonstrate the application of economic theory to business decision-making.

Unit – I

Nature and scope of Managerial economics-Objectives of the firm - profit maximisation - sales maximisation - satisfying and optimising firms.

Unit – II

Demand analysis: Theory of demand- demand function- Price, income, promotion, and cross elasticity of demand - Forecasting- sources of data-survey methods-statistical methods.

Unit – III

Cost analysis: Production function - returns to scale-cost concepts cost curves - break even analysis - profit forecasting-make or buy decisions. Cost behaviour in short and long terms. Learning curve. Supply function

Unit – IV

Pricing decisions: Objectives- Basic factors in Pricing-pricing under perfect, monopoly, oligopoly, and monopolistic competition-discriminatory pricing-multiple product pricing-price control by government - pricing of new products – pricing practices.

Unit – V

National Income – Estimation and projection of GDP – Sectors in Indian Economy - Business cycles – Response of firms to business cycles – Economic Policy of Government of India

Course Outcomes: The Student is able to

- CO1 : Describe the importance of managerial economics and its contribution to decision making in different types of business organizations.
- CO2 : Apply the basic principles of managerial economics.
- CO3: Apply demand analysis concept in the real life business situations.
- CO4: Discuss the meaning and usefulness of the production function and cost function in analysing the firm's production activity.



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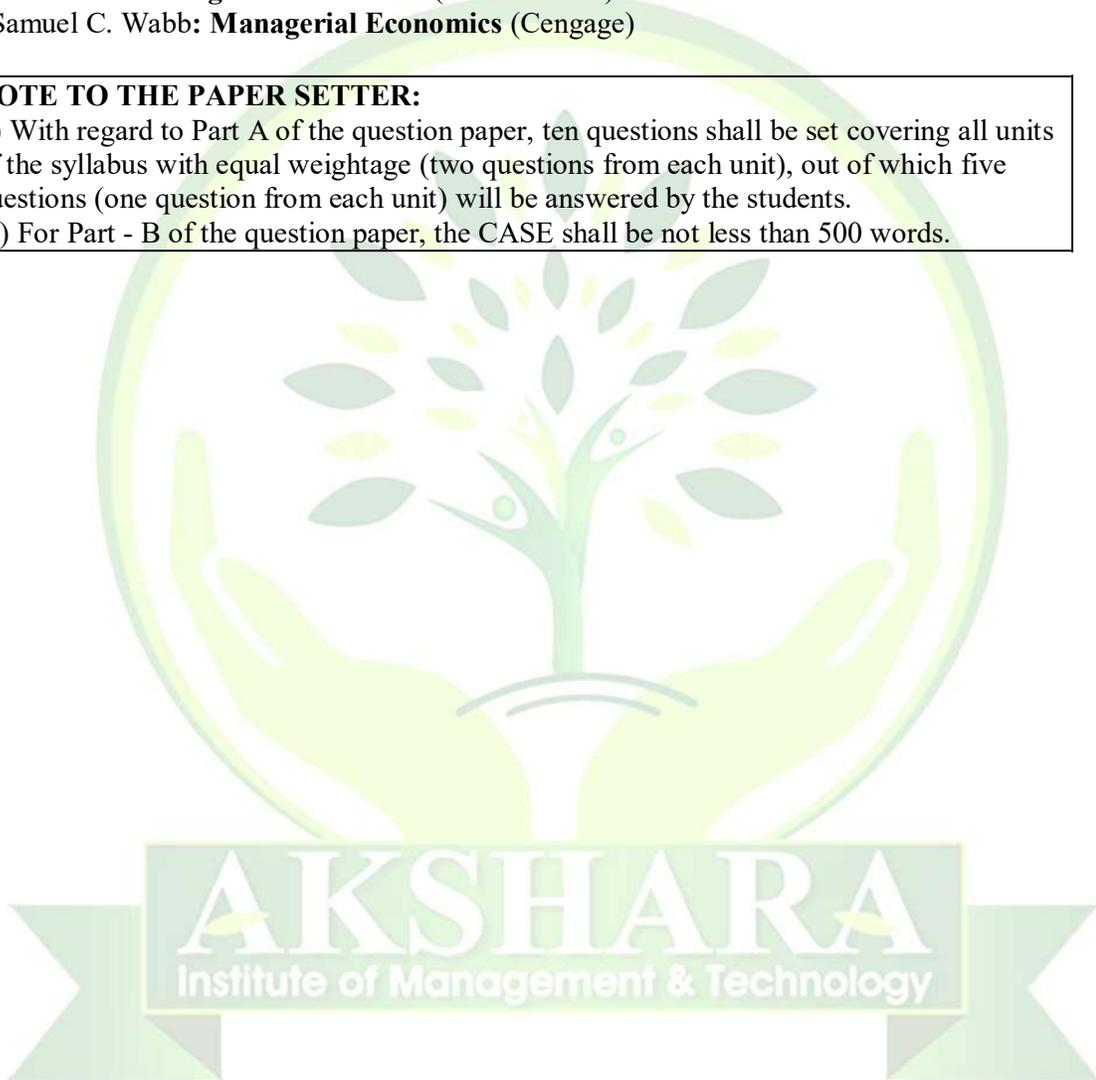
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References:

1. H.Criag Peterson, W.Cris Lewis :**Managerial Economics** (Pearson)
2. Paul G.Keat and Philit Y.Yound: **Managerial Economics** (Pearson)
3. D.M.Mithani: **Managerial Economics** (Himalaya)
4. Suma Damodaran: **Managerial Economics** (Oxford)
5. D.N. Dwivedi: **Managerial Economics** (Vikas)
6. P.L.Mehta: **Managerial Economics** (Sultan Chand)
7. Samuel C. Wabb: **Managerial Economics** (Cengage)

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
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104 - Accounting for Managers

Objectives:

1. To acquaint the students with the fundamental principles of financial, cost and management accounting.
2. To enable the students to prepare, analyse and interpret financial statements.
3. To enable the students to take decisions using management accounting tools.

Unit – I

Accounting principles: Concepts functions, book keeping, Double entry system, accounting standards, functions of accounting standards, journal, ledger, posting, rules regarding posting, trail balance, final accounts – Trading accounts, profit and loss accounts, balance sheet, adjustments. (Problems & Cases)

Unit – II

Depreciation Accounting: concept of depreciation, causes of depreciation, depreciation accounting, fixation of depreciation amount, methods of depreciation – depletion method, machine hour-rate method, written down value method, accelerated method, sinking fund method. (Problems & Cases)

Unit – III

Budgets and Budgeting control: Objectives, characteristics and essentials of budgetary control, classification of budgets – production budget, sales budget, cash budget, flexible budget, and master budget. (Problems & Cases)

Unit – IV

Computer applications in business: Role of computer in accounting, accounting information systems, software package for accounting, tally. (Theory and Lab) (No Problem)

Unit – V

Emerging concepts in accounting: Human resource accounting, inflation accounting, responsibility accounting and government accounting. IFRS. (No Problem)

Course Outcomes: The Student is able to

- CO1 : Outline the basic knowledge of accounting, book keeping and accounting Principles.
- CO2 : Identify the nature of expenditure and revenue for preparation of financial statements of business.
- CO3 : Examine the role of accounting policies like depreciation.
- CO4 : Apply financial analysis techniques for the assessment of financial performance of companies.



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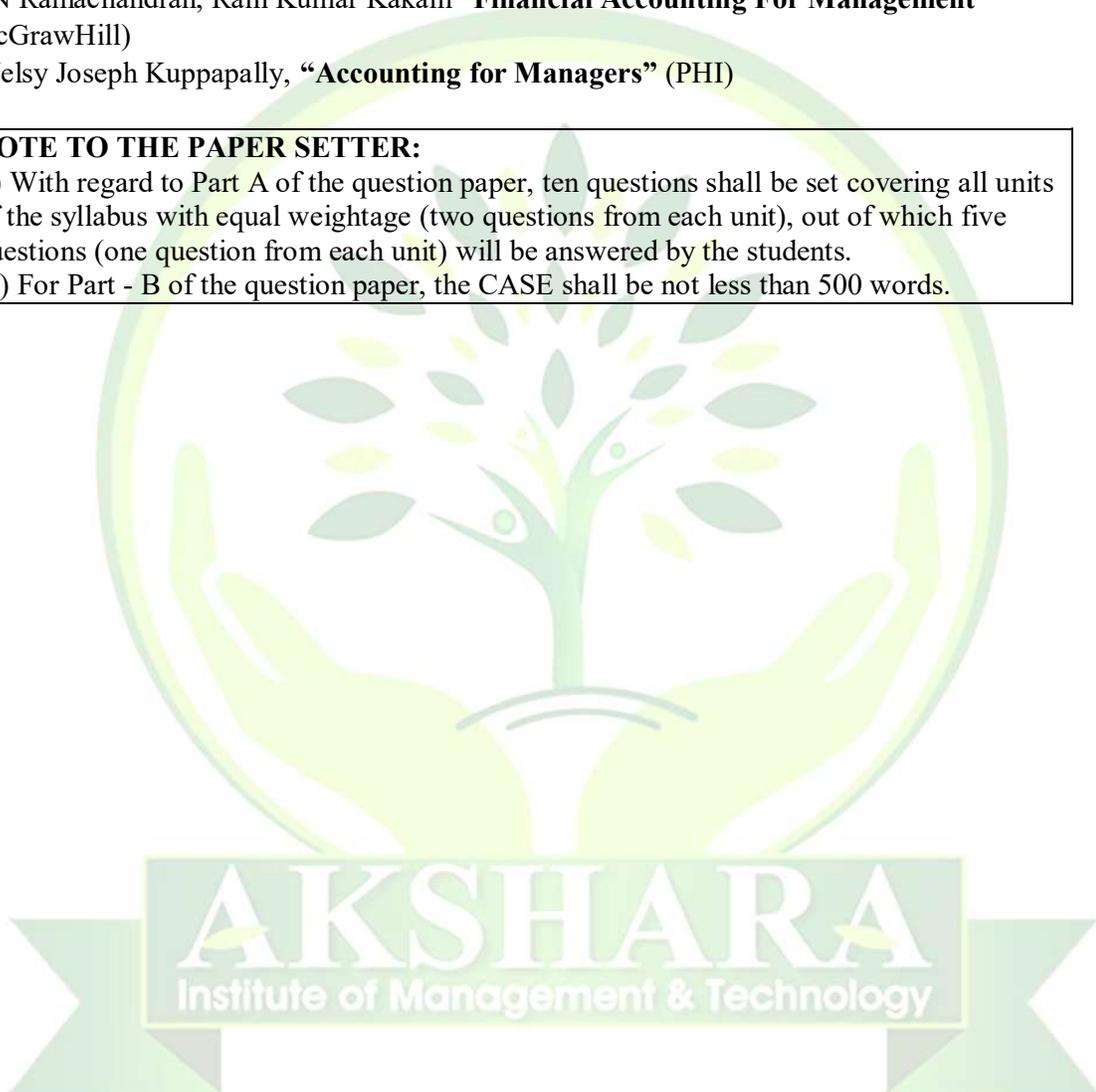
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References:

1. R. Narayanaswamy “**Financial Accounting: A Managerial Perspective**” (PHI Learning)
2. P.C.Tulsian “**Financial Accounting**” (Pearson)
3. S.N. Maheswari: “**Financial Accounting**” (Vikas)
4. T. Horngren Charles, L. Sundern Gary, A. Elliott John, R. Philbrick Danna "**Introduction to Financial Accounting**" (Pearson)
5. N Ramachandran, Ram Kumar Kakani "**Financial Accounting For Management**" (McGrawHill)
6. Jelsy Joseph Kuppapally, “**Accounting for Managers**” (PHI)

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
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105 - Quantitative Analysis for Management Decisions

Objectives:

1. To acquaint the students with important quantitative tools for business decisions.
2. To expose students to the concepts like game theory.

Unit – I

Introduction to Quantitative Techniques. Functions and its applications to business, limits of function and continuity.

Unit – II

Concept of derivative, Techniques of Differentiation, Maxima and Minima, Integration and its applications in managerial decisions.

Unit – III

Progressions: Arithmetic and Geometric progressions and their applications. Annuities and Present values.

Unit – IV

Vectors and Matrices,: Geometrical and physical interpretation of vectors, Introduction to Matrices Multiplication of Matrices, Inverse of a Matrix, Rank of a Matrix and Matrix applications in management.

Unit – V

Gamification: Games- Characteristics, theory and Rules, Game Elements- Two-person zero-sum games, Methods with and without saddle point, Dominance rule and mixed strategies.

Course Outcomes: The Student is able to

CO1 : decide using game theory

CO2 : understand the payoffs of available annuity products

CO3 : use Matrices for Managerial Decisions.



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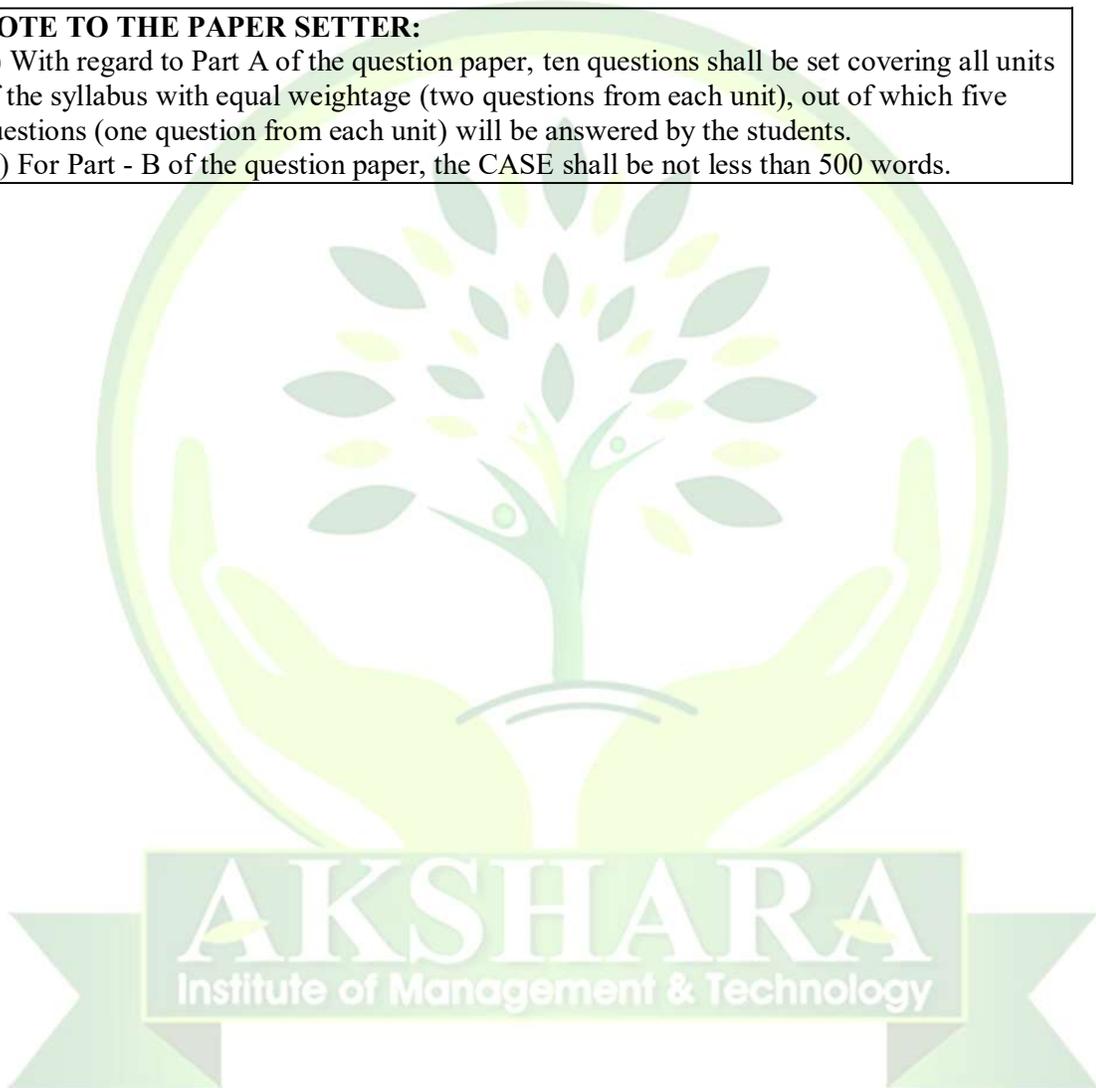
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References:

1. C.R.kothari : **Quantitative Techniques**, (Vikas)
2. David R. Anderson : **Quantitative Methods for Business**, (Thomson learning)
3. N D Vohra : **Quantitative Techniques for Management**, (McGraw Hill)
4. Werbach : For the Win (Wharton Digital Press) E- Book
5. P K Gupata, D S Hira, **Operation research**, **S. Chand publishing.**

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- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
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106 - Business Statistics

Objective:

To expose students to basic statistics and probability for effective decisions

Unit – I

Introduction to Statistics – Meaning, Application of Statistics in Business and Limitations of Statistics. Data – Data Sources, Data Classification and Data Presentation (Tables and Graphs). Data Analysis – Measures of Central Tendency, Measures of Dispersion.

Unit – II

Correlation analysis – Meaning, Types of Correlation, Scatter Diagram, Karl Pearson and Spearman Rank Correlation., Coefficient of Determination. Regression analysis – Meaning, Regression Coefficients and properties, Simple and Multiple Regression.

Unit – III

Time Series Analysis – Introduction to time series, Components of time series, Methods of Trend Analysis. Index Numbers - Meaning, Types of Index Numbers, Construction of price, quantity and volume index, consumer price index.

Unit – IV

Probability – Meaning and concept, Addition theorem, Multiplication theorem, Bayes' theorem. Probability theoretical distributions – Binomial, Poisson and Normal. Sampling Theory – Complete enumeration vs Sample survey, Determination of Sample size, Sampling techniques, Sampling distributions of statistics.

Unit – V

Testing of Hypothesis – Basic concepts, testing procedure. Parametric tests – z test, ttest, one way and two way ANOVA. Non Parametric tests – Chi square analysis, Sign test, Median test, Wilcoxon test, Kolmogorov Smirnov test, Mann – Whitney U test and Kruskal Wallis test.

Course Outcomes: The Student is able to

CO1 : understand the business problems.

CO2 : decide on appropriate statistical tools.

CO3 : interpret the statistical tests.



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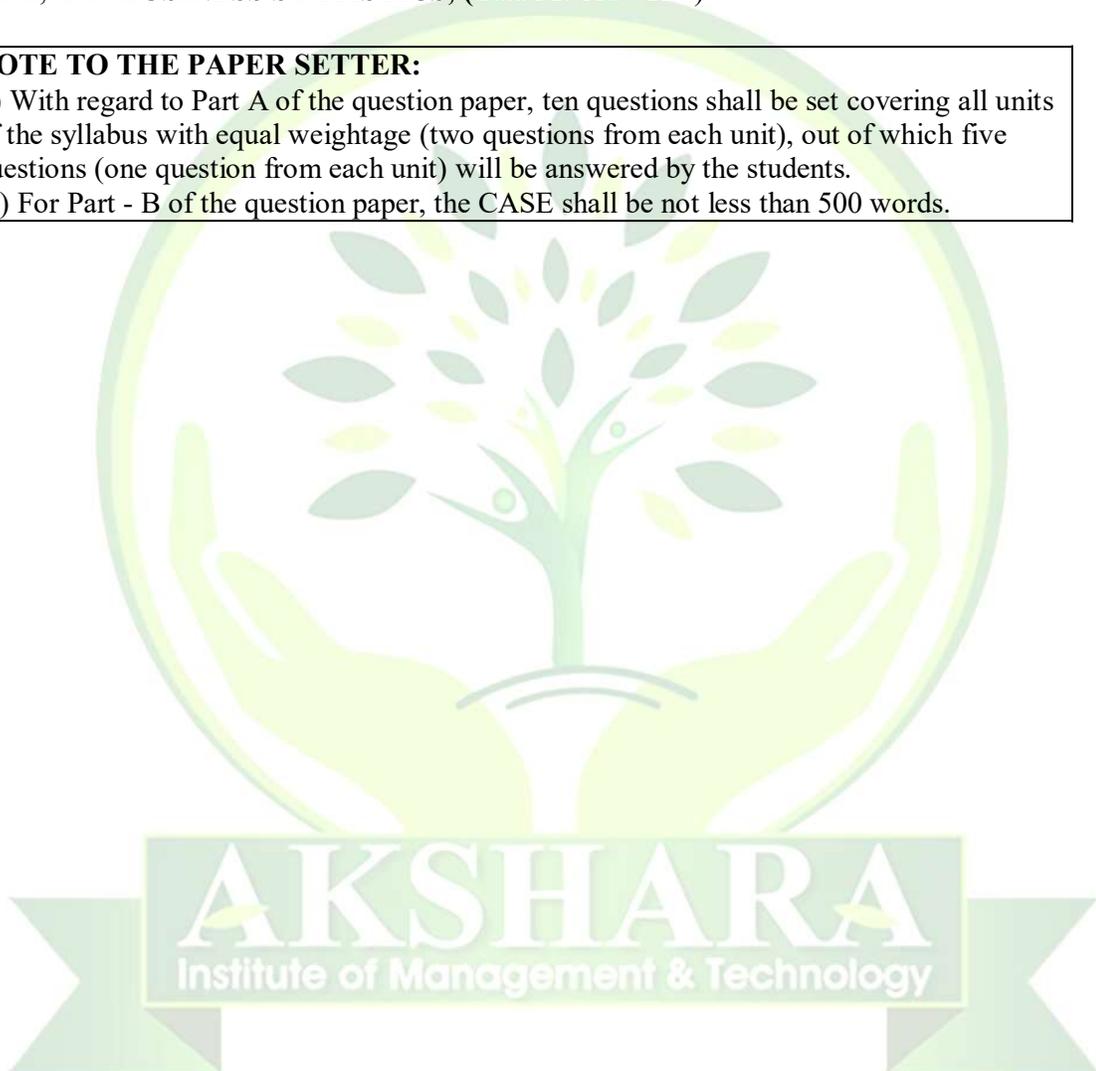
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References:

1. Richard I. Levin & David S. Rubin: **STATISTICS FOR MANAGEMENT**, (Pearson Education)
2. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran "**Statistics for Business & Economics**" (Cengage)
3. S.P. Gupta & M.P. Gupta: **BUSINESS STATISTICS**, (Sultan Chand)
4. Beri, G.C: **BUSINESS STATISTICS**, (Tata McGraw Hill)

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107 - Modelling with Excel (Online)

Objectives:

1. Understand the basics of modelling for business decisions
2. Learn financial functions using Excel
3. Acquaint with Excel for business decisions

Unit – I

Introduction to Modelling – Types and purposes of business models – Rules for model design – Model layout flow charting – Steps to building a model – Best practice principles of modelling – Documentation – Preparing and presentation of Model results – Model review – Auditing a Model

Unit – II

Excel functions – Importing and exporting data – Financial functions (PV, FV Rate, NPER, IRR, NPV, MIRR, XNPV, XIRR, effect, nominal, Price) – Lookup and reference functions (Choose, Offset, Match, Indirect, Look up) – Statistical functions – Date and Time functions – Whatif functions Goal Seek, Solver - Pivot Table – Data Analysis – Conditional formatting – Array Formulas - Dynamic named ranges - Working with Charts – Creating dynamic charts

Unit – III

Financial Analysis Techniques - Ratio analysis, Du point Analysis – Cash budgeting – Master budgeting - Break-even analysis – Profit planning - Loan amortization - Capital Budgeting Decisions – Sensitivity analysis – Scenario Analysis with Scenario Manager – Computing rates of returns, averages and variances of financial data.

Unit – IV

Estimating demand curves – revenue management – Computing marketing metrics – Take rate, Churn, Customer satisfaction – customer life time value – cost per click – Transaction conversion rate – bounce rate

Unit – V

Forecasting – time series and exponential smoothing – purchase order processing – production order quantity model – acceptance sampling – material requirement planning – Quality control charts – Lot sizing methods – Project management

Course Outcomes: The Student is able to

CO1 : use excel for financial modelling.

CO2 : apply excel financial functions for analysis and decisions.

CO3 : use excel for production and marketing decisions.



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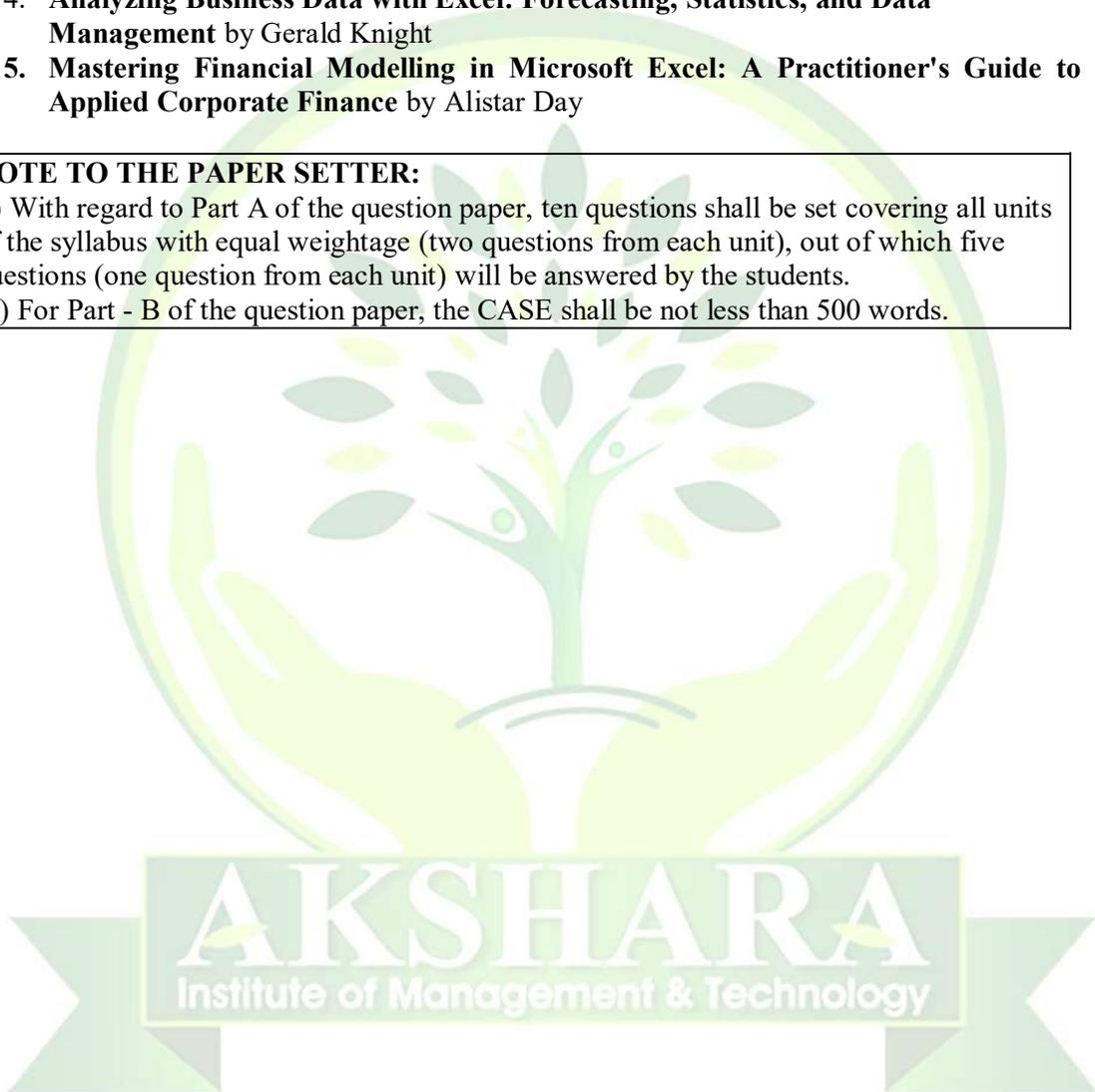
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References:

1. **Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know** by Mark Jeffery
2. **Excel Models for Business and Operations Management** by John Barlow
3. **Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals** by Danielle Stein Fairhurst
4. **Analyzing Business Data with Excel: Forecasting, Statistics, and Data Management** by Gerald Knight
5. **Mastering Financial Modelling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance** by Alistar Day

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
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108 - Human Values and Professional Ethics

Objectives:

1. To provide a comprehensive understanding of the Nature and Importance of Ethical principles.
2. To enable the student in applying these Ethical principles in the Business practices.

Unit – I

Definition and Nature of Ethics- Its relation to Business, and Environment. Need and Importance of Professional Ethics - Goals - Ethical Values in various Professions-Ethical theories about right action

Unit – II

Nature of Values- Good and Bad, Ends and Means, Actual and potential Values, Objective and Subjective Values, Analysis of basic moral concepts- right, ought, duty, obligation, justice, responsibility and freedom, Good behavior and respect for elders- moral development theories

Unit – III

Value education-definition and its relevance to present days- Concept of human values- self introspection-self esteem-family values-components-structure-and responsibilities of family-neutralization of anger- adjustability-threats of family life-Time allotment for sharing ideas and concerns.

Unit – IV

Business ethics- Ethical standards of business- Immoral and illegal practices and their solutions- characteristics of ethical problems in management- causes of unethical behavior-ethical abuses and work ethics

Unit – V

Environmental and social ethics: ethical theory, man and nature, ecological crisis issues related pollution, waste, climate change, energy and population, social issues –human rights violation and social disparities

Course Outcomes: The Student is able to

CO1: find the need for Ethical practices in building a healthy Socio-economic Environment.

CO2: apply the Ethical principles in the Business practices.



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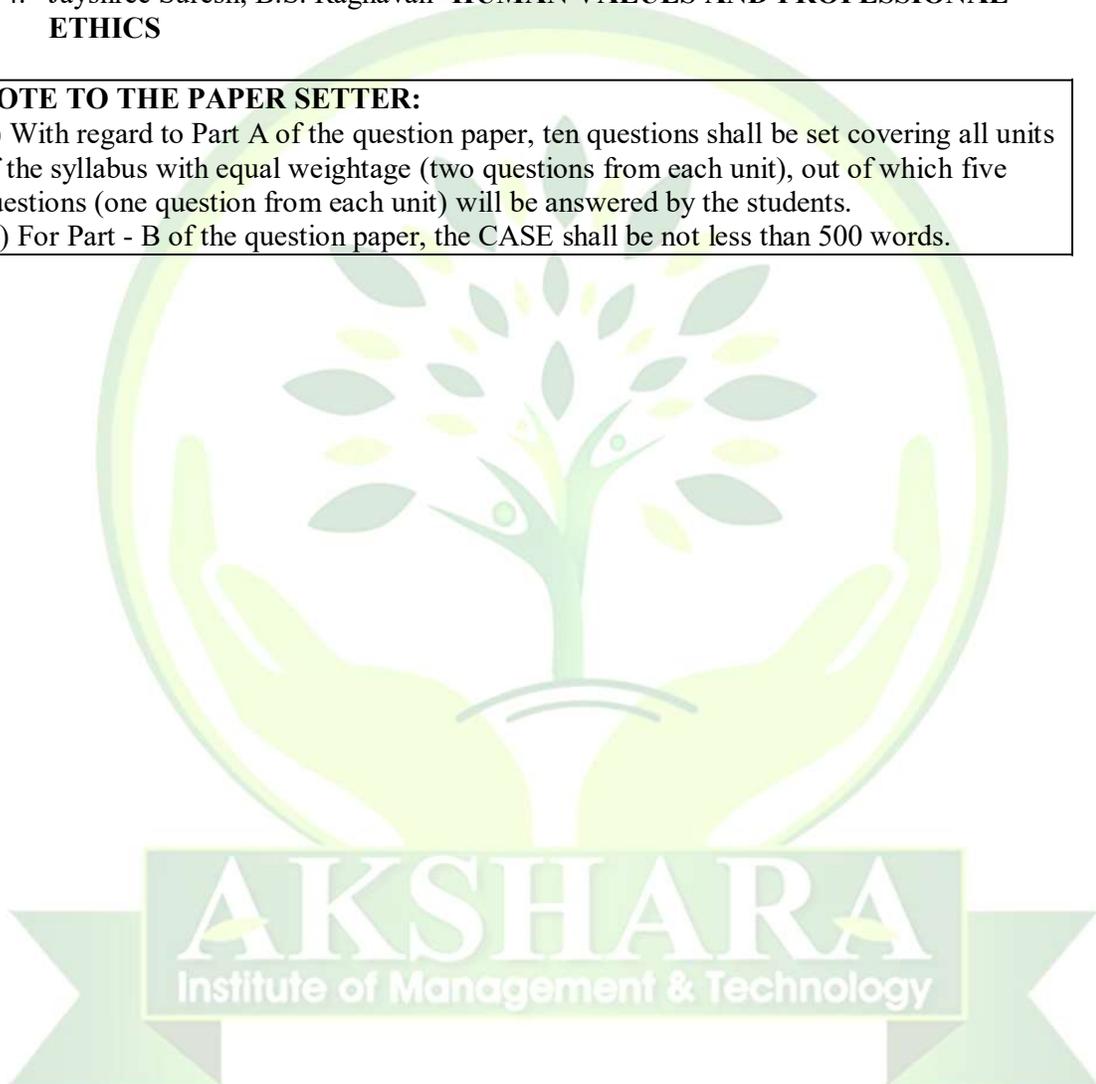
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References:

1. R. S. Naagarazan -A **TEXT BOOK ON PROFESSIONAL ETHICS AND HUMAN VALUES**- -New age International (p) Ltd.
2. M. Govindarajan, S. Natarajan, V.S. Senthil kumar- **PROFESSIONAL ETHICS & HUMAN VALUES**.
3. R. R. Gran, R. Sangal, G. P. Bagania -**FOUNDATION COURSE IN HUMAN VALUES & PROFESSIONAL ETHICS**
4. Jayshree Suresh, B.S. Raghavan- **HUMAN VALUES AND PROFESSIONAL ETHICS**

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ANNEXURE – II

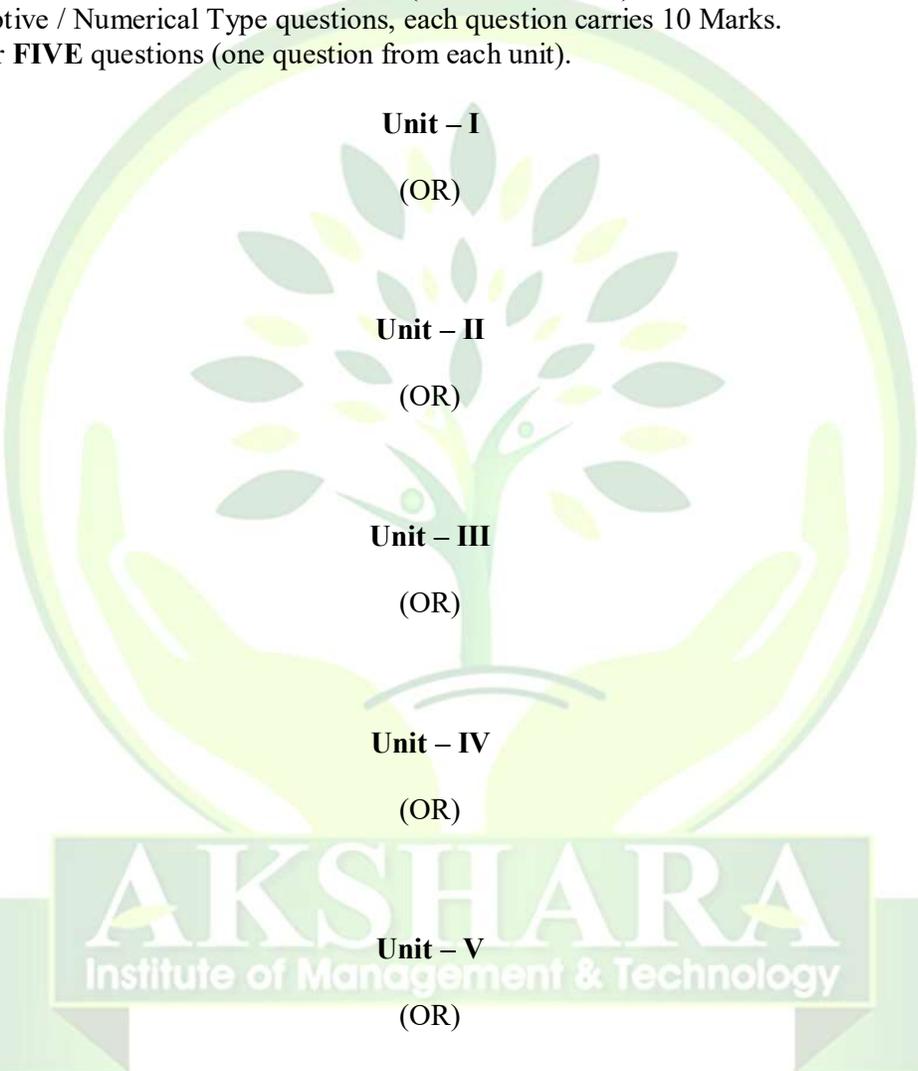
QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS

- **Each Course examination shall have a maximum of 70 Marks and the examination shall be of 3 Hrs duration.**
- **The question paper shall have two parts viz. Part- A and Part-B.**

PART-A (5X10=50 Marks)

Descriptive / Numerical Type questions, each question carries 10 Marks.

Answer **FIVE** questions (one question from each unit).

- 
1. **Unit – I**
(OR)
 - 2.
 3. **Unit – II**
(OR)
 - 4.
 5. **Unit – III**
(OR)
 - 6.
 7. **Unit – IV**
(OR)
 - 8.
 9. **Unit – V**
(OR)
 - 10.
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PART-B (20 Marks)

Case Analysis

11.



ANNEXURE – III

QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS OF ONLINE COURSES

- Each Course examination shall have a maximum of 100 Marks and the examination shall be of 3 Hrs duration.
- The question paper shall have two parts viz. Part- A and Part-B.

PART-A (5X14=70 Marks)

Descriptive / Numerical Type questions, each question carries 14 Marks.
Answer **FIVE** questions (one question from each unit).

1. Unit – I
(OR)
2. Unit – II
(OR)
3. Unit – III
(OR)
4. Unit – IV
(OR)
5. Unit – V
(OR)
6. Unit – V
(OR)
7. Unit – V
(OR)
8. Unit – V
(OR)
9. Unit – V
(OR)
10. Unit – V
(OR)

PART-B (30 Marks)

11. Case Analysis