



**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 - II

## 201 - Marketing Management

### Objectives:

1. To provide a basic understanding of the Marketing Concepts.
2. To understand the Marketing concepts and the Marketing Strategies.

### Unit – I

Definition, importance and scope of Marketing - Company orientation towards Marketing - Core Concepts of marketing – Marketing Management Tasks – Indian Marketing Environment: Demographic, Economic, Socio-Cultural, Politico-Legal and Technological Environment – Marketing and Customer Value - Corporate Strategic Planning – Marketing Research Process – Forecasting and Demand Measurement – Consumer Behavior – Market Segmentation – Market Targeting – Brand Positioning.

### Unit – II

Product strategy: - product concept – product characteristics and classifications – differentiation – Product and brand relationships – packaging, labelling, warranties and guarantees.- product life cycle and marketing strategies- new product development process– branding- brand equity - trademark.-significance of marketing of services.

### Unit – III

Pricing strategy: - setting the price –adapting the price - initiating and responding to price changes. Distribution strategy: - designing and managing channels- managing retailing, wholesaling and logistics.

### Unit – IV

Promotional strategy – designing and managing integrated marketing communications - managing mass communications and personal communications.

### Unit – V

Introducing New Market Offerings - Managing a holistic marketing organization – marketing implementation, evaluation and control- marketing audit.

**Course Outcomes:** The Student is able to

CO1 : Create the segmentation, targeting and positioning in marketing.

CO2: Analyse various phases of product life cycle.

CO3: Evaluate various methods of pricing and identify the best pricing strategy.

CO4: Evaluate marketing communication strategies.



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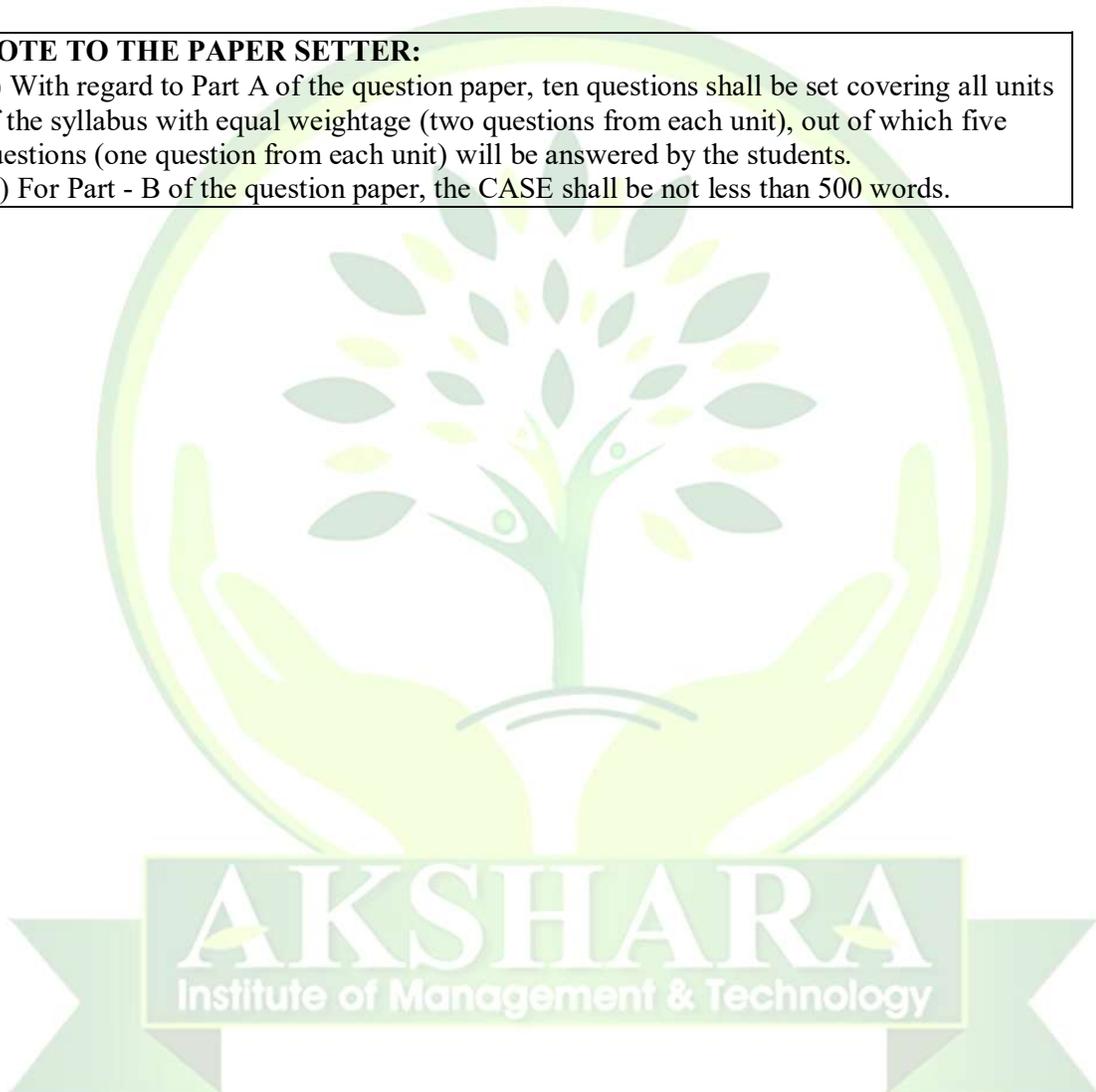
(Approved by AICTE, New Delhi. & Affiliated to Sri Venkateswara University, Tirupati.)

### References:

1. Philip kotler, Kevin Lane Keller "**Marketing Management**" ( Pearson Education)
2. Rajan Saxena "**Marketing Management**" (McGrawHill)
3. Dhruv Grewal, Michael Levy "Marketing" (McGrawHill)
4. Mohr Slater "**Marketing of High-Technology Products and Innovations**" (Pearson)
5. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan "**Marketing 4.0: Moving from Traditional to Digital**" (Wiley)

### 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.





### 202 - Human Resources Management

#### **Objectives:**

1. This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization.
2. To become sensitive to the HR Management Processes and to adopt conceptual learning to real-life situations.
3. To appreciate the methods and mechanics to bring out the best in people.

#### **Unit – I**

Human Resource Management – Significance and Scope – Objectives and Functions – Labour Codes – Employment Laws

#### **Unit – II**

Job Analysis: Job Description – Job Specification – Job Evaluation- Human Resource Planning - Human Resource Information System

#### **Unit – III**

Recruitment: Objectives – Sources - Selection: Objectives – Selection Procedure – Selection Tests -Induction and Placement – Performance Appraisal: Objectives – Methods – Constraints – Compensation & Retention Plans - Employee Benefits

#### **Unit – IV**

Training and Development: Objectives – Training Needs Assessment – Types of Training – Designing Training Programmes - Evaluation of Training - Career Planning and Development

#### **Unit – V**

Contemporary Issues in HRM: Knowledge Management – Work life balance – Ethics in HRM - Technology and HRM – Human Resource Audit – Quality Management and HRM

**Course Outcomes:** The Student is able to

CO1 : Apply different concepts of HR Planning, Recruitment, Selection, Training, Interviewing Techniques and Executive Development Programs.

CO2 : Apply job analysis, job description, job specification, ergonomics in industry and the methods of job evaluation.

CO3 : Utilize the various methods of performance appraisal.

CO4 : Develop a good compensation policy.

CO5 : Address Grievance Handling Procedures, Industrial Disputes Resolution Mechanisms and stress management at work place.



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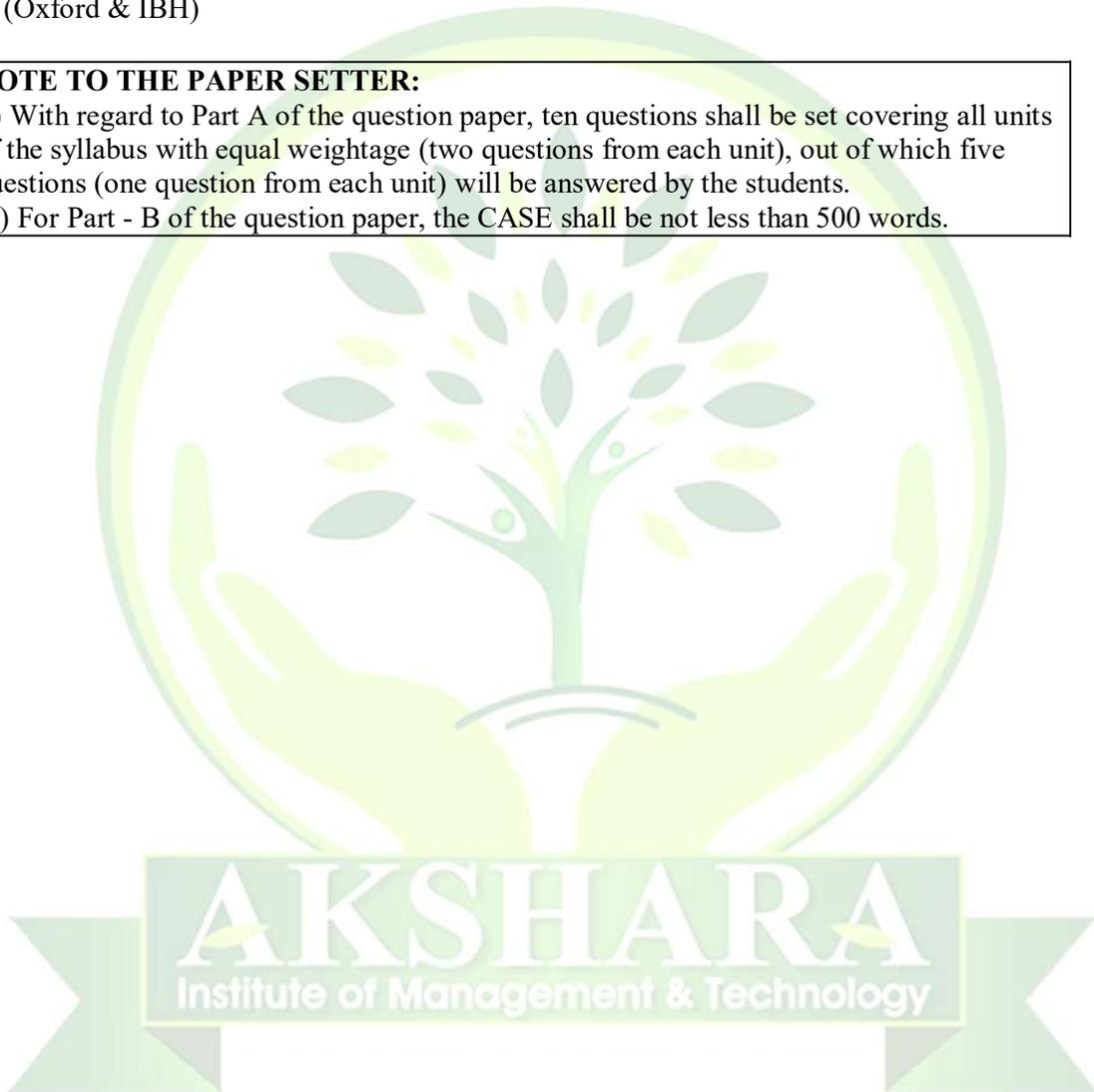
### References:

1. Aswathappa. K – “Human Resource Management” (Tata McGraw Hill)
2. David A. Decenzo and Stephen P. Robbins – “Personnel: Human Resource Management” (Prentice Hall of India)
3. Garry Dessler – “Human Resource Management” (Pearson Education)
4. Uday Pareek, T.V. Rao – “Designing And Managing Human Resource Systems” (Oxford & IBH)

### **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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### 203 - Financial Management

#### Objectives:

1. To know the various sources of finance.
2. To understand the objectives of firms and their influence on decisions.
3. To familiarize oneself with the techniques used in financial management.

#### Unit – I

Goal of Financial Management – Fundamental Principles – Time value of money – Discounting, compounding - Risk-return trade off- Finance Function-Financial Decisions. Financial markets -intermediaries.

#### Unit – II

Financial Statement Analysis: Analysis of Balance Sheet; Profit & Loss Account, Ratio analysis, common size analysis, cash flow statement, operating, financial, and combined leverage.

#### Unit – III

Cost of Capital - Cost of debt, cost of equity– dividend capitalization, CAPM - cost of preference shares -weighted average and multiple costs of capital – valuation of bonds and shares. Capital structure planning – EBIT – EPS analysis (Numerical Problems), risks of financial leverage – margin of safety, interest and debt service. Long term sources of Finance - venture capital.

#### Unit – IV

Capital Budgeting - Cash flows - traditional methods, discounted cash flow methods, risk analysis, real options – leasing – Hire Purchase

#### Unit – V

Dividend Decisions, influencing factors, forms and special dividends. Walter, Gordon and MM models (Numerical Problems) Linter's model dividend practices in India. Buy back of shares, taxation of dividends and capital gains. Working capital Management: Operating cycle estimation , cash, inventory and receivables management

**Course Outcomes:** The Student is able to

- CO1 : apply various methods of Investment Analysis and techniques of capital budgeting.
- CO2 : adapt the concepts of leverage, capital structure and its effect on the long term survival of the firm.
- CO3 : appraise various methods to compute cost of capital.
- CO4 : able to take dividend decisions.
- CO5 : assess the working capital requirement of a firm.



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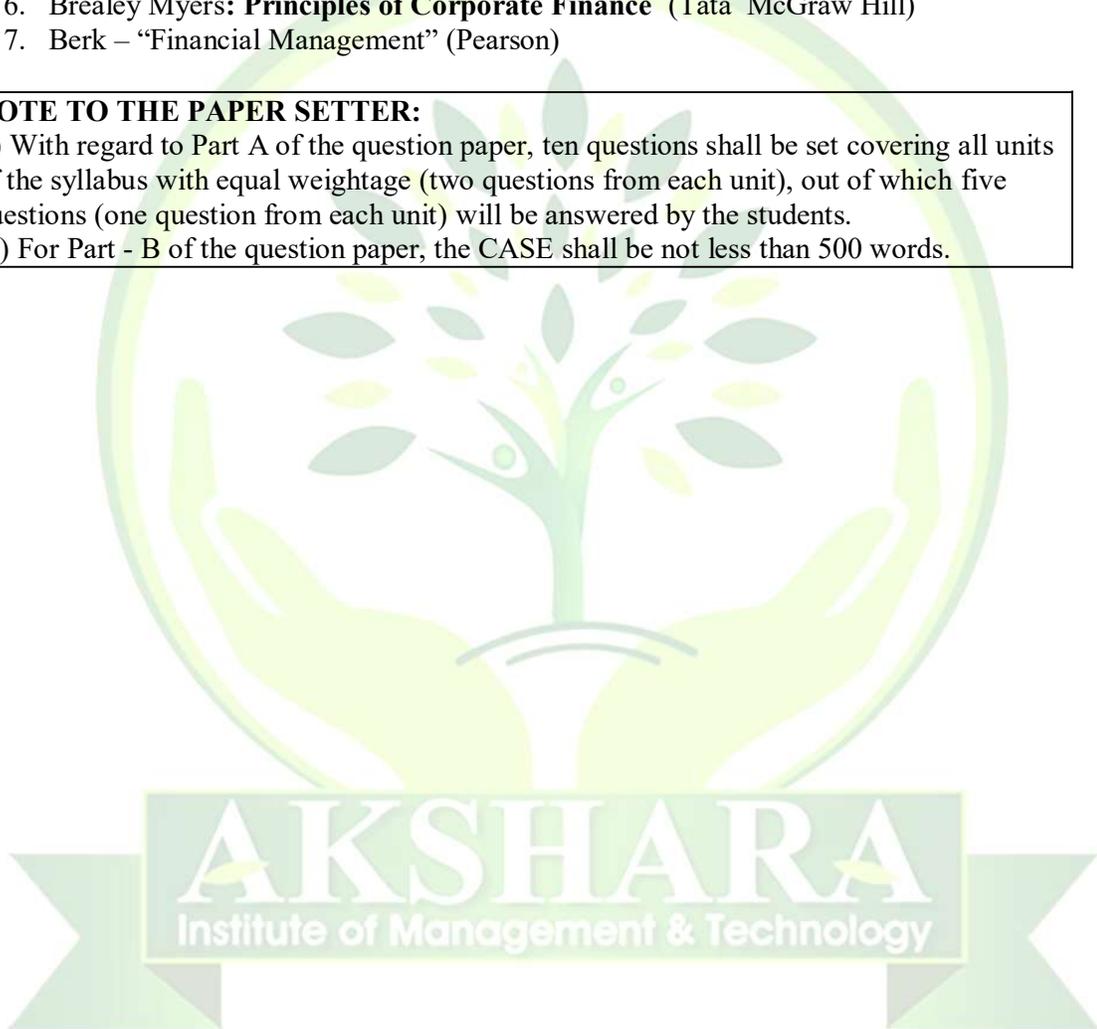
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### References:

1. Srivastava R, Anil A: **Financial Management ( Oxford )**
2. I.M.pandey: **Financial Management (Vikas )**
3. Prasanna Chandra: **Financial Management – Theory and Practice (Tata McGraw Hill)**
4. Pandey & Bhat: **Cases in Financial Management (Tata McGraw Hill)**
5. Khan & Jain: **Financial Management (Tata McGraw Hill)**
6. Brealey Myers: **Principles of Corporate Finance (Tata McGraw Hill)**
7. Berk – “Financial Management” (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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### 204 - Production Management

#### **Objective:**

To acquaint the students with the steps and working of production planning and control in manufacturing and service organisations.

#### **Unit – I**

Role and Relevance of Production Management – Concepts of Productivity – Production Systems – Work Study: Method study and Work Measurement.

#### **Unit – II**

Plant location. Plant layout- Classification and merits. Plant Maintenance methods – Break Down, Preventive and Predictive maintenance. Replacement Policies – Unit and Group replacement policies.

#### **Unit – III**

Production planning and control: Processes in PPC. Job shop and Flow shop scheduling- Johnson's Rule- Line Balancing. Quality Control: Control Charts and Acceptance Sampling.

#### **Unit – IV**

Materials Management – Concepts – Classification of Inventory, Inventory Control Methods, Stores Management and Deterministic Inventory Models.

#### **Unit – V**

Project Management: Concepts of project Management, CPM, PERT and Project Network Crashing and Cost analysis, Applications of Network techniques.

**Course Outcomes:** The Student is able to

CO1 : Apply the basic concepts of production and operations management and identify types of manufacturing processes.

CO2 : Define and explain concept of production planning and control.

CO3 : Evaluate purchasing function and inventory management function.

CO4 : Develop the quality control system and quality control strategies.



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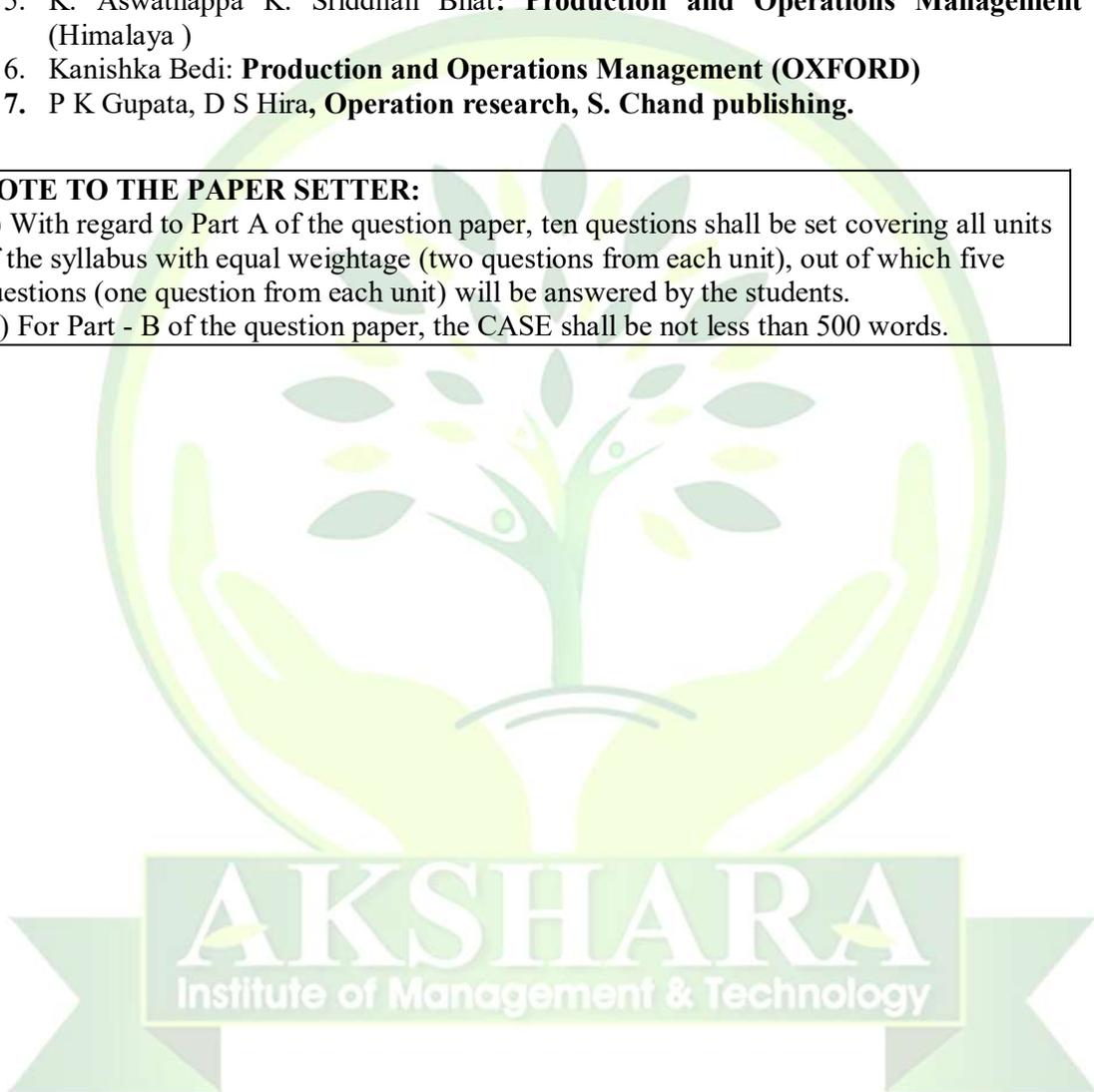
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### References:

1. Muheleman and Sudhir B: **Production/ Operations Management**, Pearson Education
2. S.N.Chary : **Production and Operations Management**, Tata McGraw Hill
3. R. Panneer Selvam: **Production and Operations Management**, Prentice Hall of India
4. Adam Ebert: **Production & Operations Management**, Prentice Hall of India
5. K. Aswathappa K. Sridhdhan Bhat: **Production and Operations Management (Himalaya )**
6. Kanishka Bedi: **Production and Operations Management (OXFORD)**
7. P K Gupata, D S Hira, **Operation research, S. Chand publishing.**

### 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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### 205 - Business Research Methods

#### **Objectives:**

1. To enable the students to know about the information needs of Management.
2. To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry.
3. To introduce the Statistical Tools of Data Analysis

#### **Unit – I**

Nature and Scope of business research- Research process- Defining the research Problem and setting the objectives- Preparing research proposal-Review of literature.

#### **Unit – II**

Research Designs: Exploratory Research Design and Qualitative Studies-Focus groups - Descriptive Research Design- Panel Research –Experimental Research Designs.

#### **Unit – III**

Data sources: Secondary Vs Primary – Secondary data collection procedures- Primary Data Collection methods: Survey methods-Observational Studies.

#### **Unit – IV**

Sampling Designs: Probability and Non-probability sampling methods and Sample Size determination-Attitude Measurement and Measurement Scales.

#### **Unit – V**

Preliminary steps of data analysis: editing, coding and tabulation- Hypothesis testing – Tests of Significance for small and large samples- t-test, z-test, chi-square test, ANOVA: one-way, two-way - Presenting Results: Written and Oral Reports

**Course Outcomes:** The Student is able to

- CO1 : Adapt the fundamentals of Business research methodology.
- CO2 : Identify research problem and design data collection techniques.
- CO3: Apply sample and census survey and measuring techniques.
- CO4: Develop data processing procedures, apply tools and draft report.



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### References:

1. Donald R.Cooper and Pamela S.Schindler: **Business Research Methods** (Tata McGraw Hill)
2. Zikmund, Babin, Carr, Griffin: **Business Research Methods .** (Cengage).
3. Naval Bajpai: **Business Research Methods** ( Pearson).

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### 206 - Operations Research

#### **Objectives:**

1. Learn Linear Programming for optimisation problems.
2. Understand techniques for optimum transportation and queuing solution.

#### **Unit – I**

Introduction to OR: linear Programming – Model formulation, Graphical method, and Simplex method. Linear programming using the Excel Solver

#### **Unit – II**

Transportation problem Degeneracy – Transshipment model – Assignment model – Hungarian method, Salesmanship method, Maximization of Profit, Cost minimization.

#### **Unit – III**

Dynamic programming – Features, Structure and Applications. Dynamic programming approach, LPP by Dynamic programming.

#### **UNIT –IV**

Goal Programming: Concept, Application areas, model formulation. Modified simplex method.

#### **Unit – V**

Queuing model (M / M / I ONLY): Components, basic Structure Assumptions, waiting line decision problem – Simulation – Its application.

**Course Outcomes:** The Student is able to

1. use the methods to solve Linear Programming Problems
2. solve transportation problem with minimum cost of transportation of commodities
3. develop a realistic schedule and monitor the progress of the project.



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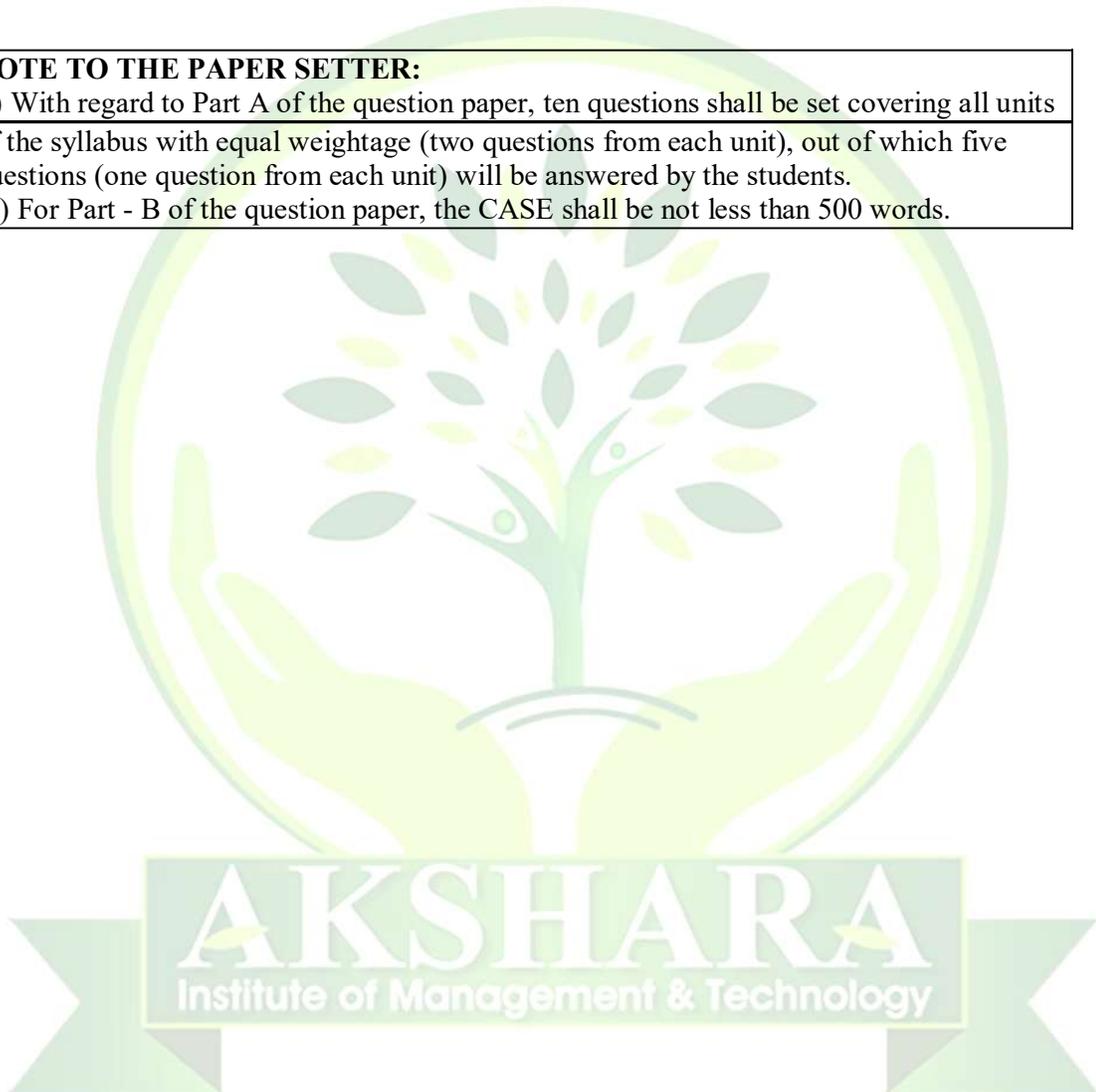
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### References:

1. A.M. Natarajan, Balasubramani, tamarasi, **Operations Research**, Pearson
2. Richard B. Chase, **Operations and supply chain management**, McGrawHill
3. S.D. Sharma : **Operations Research**
4. Taha H.A: **Operations Research** (Pearson)
5. Anand Sharma : **Operations Research** ( Himalaya)
6. P K Gupata, D S Hira, **Operation research**, **S. Chand publishing.**

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### 207 - Management Information Systems (Online)

#### **Objectives:**

1. To introduce the concepts of different business systems.
2. To focus on different components of information systems and to plan, design and develop such systems.
3. To understand the various functional information systems.

#### **Unit – I**

Information and systems concepts. Types of Information systems on organizations. Decision making process – Individual vs. Organizational models. Managing Hardware, Software and Data Resources. I.T. Infrastructure for the organization and Digital Firm.

#### **Unit – II**

MIS Design: Importance of MIS Design, Approaches for the MIS design: Traditional and Modern Approaches. MIS Growth Model.

#### **Unit – III**

Management support systems: Decision support systems, Concepts of Data mining, Data warehousing and OLAP. Types, components - Data mining, Data warehousing and OLAP, Expert systems- components.

#### **Unit – IV**

Functional Information Systems: Marketing, Manufacturing, Financial and Human resource Information Systems- Characteristics, benefits and applications

#### **Unit – V**

Information Systems Security and Control: Vulnerability and Abuse, Security and Systems Audit. Cyber security.

**Course Outcomes:** The Student is able to

1. distinguish various types of information systems.
2. analyse functional information needs and systems.



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### References:

1. Kenneth C. Lauadon and Jane. P. Lauadon : **Management Information Systems** (Pearson Education)
2. James A O 'Brien : **Management Information Systems** (Tata McGraw Hill)
3. Murthy CSV : **Management Information Systems** ( Himalaya)  
Giridhar Joshi: **Management Information Systems** ( Oxford)

### 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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### 208 - Leadership Values and Styles

#### **Objectives:**

1. To provide an understanding of the concepts of Leadership Values.
2. To apply these principles in Team building and Customer/Supplier Relationships Management.

#### **Unit – I**

Concept and Significance of Value based Leadership – Shared Vision – Value based Culture – Right and Wrong Values – Terminal and Instrumental Values.

#### **Unit – II**

The four principles of Value Based Leadership: i) Self Reflection- Understanding Self Reflection, ii) Balance and Perspective – Doing the Right Things Rather Than Being Right, iii) True Self Confidence – Building Confidence and Competence, iv) Genuine Humility – Recognizing the Value of Everyone.

#### **Unit – III**

Creating a Best Team from Scratch – Turning around at team – Making a right investment in the Talent – Communicating Clearly and Broadly – Motivation and Team Engagement.

#### **Unit – IV**

Leading Change – The Corporate Rushmoreans – Leading Change Effectively and Morally – The Fallacy of Tough Leadership – Democratic Leadership – Transformational Leadership.

#### **Unit – V**

Building a Holistic Relationship with Suppliers – Building Best Partner Relationship with Customers – Creating Value to Shareholders – Socially Responsible Leadership – Leaving the Global Footprint.

**Course Outcomes:** The Student is able to

CO1 : Identify the leadership qualities to run an organization successfully.

CO2 : Develop the organisational structures in decision making.

CO3 : Analyse the interpersonal behaviour and barriers of communication in leadership styles.

CO4 : identify team building resources.



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### References:

1. Peter G. Northhouse – “Leadership: Theory and Practice” (Sage)
2. Harvard Business Review - “HBR's 10 Must Reads: On Leadership”
3. John C. Maxwell – “The 21 Irrefutable Laws of Leadership” (Harper Collins)
4. Jocko Willink – “The Dichotomy of Leadership” (St. Martin’s Press)

### NOTE TO THE PAPER SETTER:

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### ANNEXURE – II

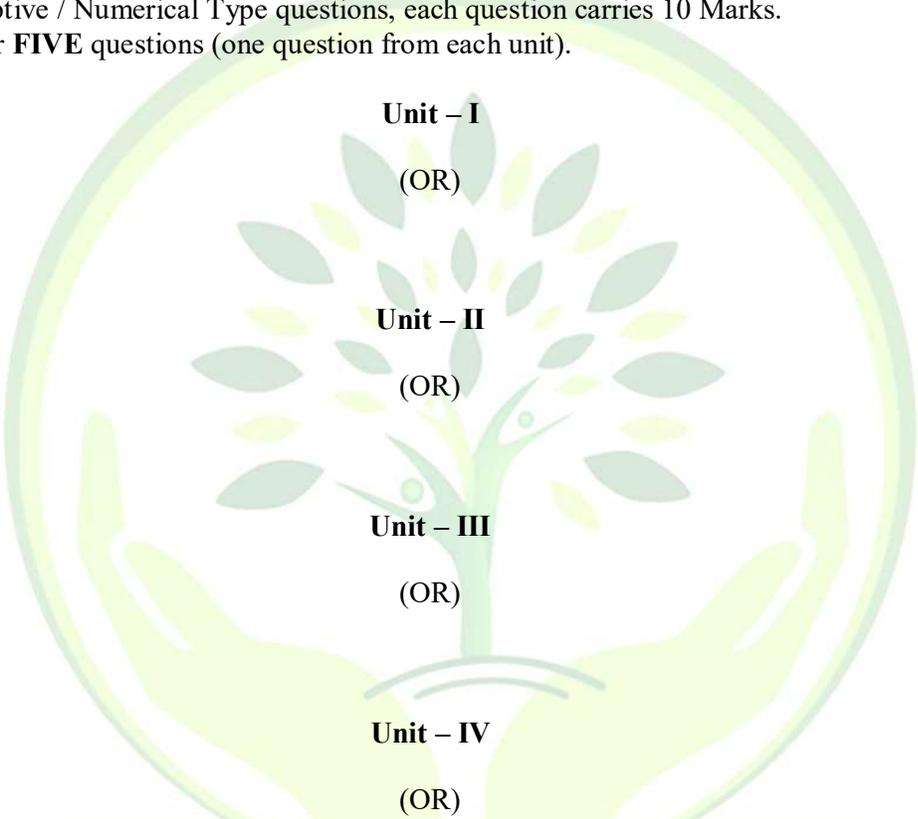
#### QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS

- **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.

3. Unit – II

(OR)

4.

5. Unit – III

(OR)

6.

7. Unit – IV

(OR)

8.

9. Unit – V

(OR)

10.

#### PART-B (30 Marks)

Case Analysis

11.