

ADITYA DEGREE & PG COLLEGE FOR WOMEN (A):: KAKINADA

Autonomous and NAAC Accredited with A Grade (3.25/4 CGPA)

Department Of Management Studies

MBA Syllabus (w. e. f. 2024 – 2025 AB)

MBA Course Structure

SEMESTER - 1								
S.No.	Course Type	Course Number	Name of the Course	Internal	External	Total	Hrs / Week	Credits
1	CP	101	Perspectives of Management	25	75	100	4	4
2	CP	102	Accounting for Management	25	75	100	4	4
3	CP	103	Business Environment	25	75	100	4	4
4	CP	104	Managerial Economics	25	75	100	4	4
5	CP	105	Managerial Communication skills	25	75	100	4	4
6	CP	106	Organisational Behaviour	25	75	100	4	4
7	CP	107	Quantitative Techniques for Management	25	75	100	4	4
SEMESTER - II								
1	CP	201	Marketing Management	25	75	100	4	4
2	CP	202	Financial Management	25	75	100	4	4
3	CP	203	Human Resource Management	25	75	100	4	4
4	CP	204	Operations Management	25	75	100	4	4
5	CP	205	Operations Research	25	75	100	4	4
6	CP	206	Computer Applications in Management	25	75	100	4	4
7	CP	207	Research Methodology for Management	25	75	100	4	4

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Department Of Management Studies

MBA SEMESTER - 1

SEMESTER - 1							
Course Type	Course Number	Name of the Course	Internal	External	Total	Hrs / Week	Credits
CP	101	Perspectives of Management	25	75	100	4	4
CP	102	Accounting for Management	25	75	100	4	4
CP	103	Business Environment	25	75	100	4	4
CP	104	Managerial Economics	25	75	100	4	4
CP	105	Managerial Communication skills	25	75	100	4	4
CP	106	Organisational Behaviour	25	75	100	4	4
CP	107	Quantitative Techniques for Management	25	75	100	4	4

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Department Of Management Studies
MBA
(SYLLABUS-CURRICULUM)
SEMESTER-I

CP 101 : PERSPECTIVES OF MANAGEMENT

Theory **Credits: 4** **4 hrs/week**

Objective: To familiarize the students with the theory and practice of management.

Unit I: Management–Evolution of Management Thought–Classical, Neo-Classical Model, Approaches of Management - Principles of Management – Functions of Management.

Unit II: Planning – Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning, Planning Premises and Forecasting – process of Decision Making-Decision Tree Analysis.

Unit III: Organization – Principles of Organization – Formal and informal Organization – types of Organization Structure– Line and Staff Relations – Delegation – Decentralization –Span of Control.

Unit-IV: Directing-Leadership Theories and Styles.

Unit-V: Control -Importance, Steps, Processes, Techniques- Concept of PERT/CPM

Case Study is compulsory in each unit

Suggested Books:

1. Louis A Allen, Management & Organisation, McGraw Hill, New York
2. A.Pardhasardhy & R.Satya Raju: Management Text and Cases, Prentice Hall of India.
3. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
4. Heinz Wehrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill, ND
5. JS Chandan, Management: Theory & Practice, Vikas, New Delhi
6. RW Griffin, Management: Principles and Applications, Cengage, New Delhi
7. Prem Vrat, KK Ahuja & PK Jain, Management Cases, Vikas, New Delhi
8. Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
9. Earnest Dale, Great Organisers, McGraw Hill
10. Peter F Drucker, The Practice of Management, McGraw Hill

CP 102: ACCOUNTING FOR MANAGEMENT

Theory

Credits: 4

4 hrs/week

Objective: To develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making

Unit-I : Accounting for Management –Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Account in Modern Organization

Unit – II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)

Unit- III: Elements of Cost – Cost Sheet Preparation – Absorption Vs Marginal Costing –Cost – Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach – Profit Planning.

Unit-IV: Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions – Addition , Deletion and Alteration of Mix - Plant Shutdown Decision.

Unit-V: Budgeting–Types of Budgets–Financial Vs Operation Budgets –Short Term Vs Long Term Budgets – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

Case Study is compulsory in each unit

Suggested Books:

1. I. M. Pandey : Management Accounting Vikas Publishing House.ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B.Banerjee, Financial Policy & Management Accounting,PHI, New Delhi
6. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
7. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.
8. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
9. Blocher, Chen, Cokins and Lin, Cost Management, A Strategic Emphasis, TMH, ND
10. Porwal, LS, Accounting Theory, TMH, New Delhi Latest Fraud techniques used by hackers.

CP 103: BUSINESS ENVIRONMENT

Theory

Credits: 4

4 hrs/week

Objective: To familiarize the students with the business environment conditions prevailing in India and international and understand its implications to business.

Unit-I: Business Environment: Components and Significance – Economic Scope – Cultural, Political, Technological and External Factors Influencing Business Environment – Dimensions of International Business Environment – Challenges.

Unit-II: Structure of Indian Economy; Economic Systems- Economic Planning with special reference to last three plans, public, private joint and cooperative sectors - Industrial Policy of the Government – Industrial Policy 1956, 1991 and Subsequent policy Developments.

Unit-III: Indian Companies Act, 2013: Features and Amendments, Sustainable Development & Corporate Social Responsibility, Ethics in Business- Competition Act 2002 and Subsequent Statements - Emerging Trend in Indian Business Environment.

Unit – IV: International Trade Theories: Balance of Payments – Concepts, Disequilibrium in BOP: Methods of Correction- Trade Barriers and Trade Strategy -Free Trade vs. Protection-World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

Unit-V: International Business Environment: Globalisation: International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Methods, International Trading Blocks – Their Objectives; WTO Origin, Objectives, Organization Structure and Functioning – WTO and India.

Case Study is compulsory in each unit

Suggested Books:

1. Chidambaram, Indian Business Environment, Vikas, New Delhi
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi.
4. Pandey G.N., Environmental Management, Vikas Publishing House.
5. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.
6. Ghosh PK., Business Environment, Sultan Chand & Sons, New Delhi
7. Daniel John D and Redebough, Lee. H., International Business, Addison Wesley India
8. Saleem, Business Environment, Pearson, New Delhi.
9. Bhalla, V.K., & S. Sivaramu, International Business Environment and Business, Annual Publications

CP104: MANAGERIAL ECONOMICS

Theory

Credits: 4

4 hrs/week

Objective: To enable the students to understand economic concepts and theories and their application in management decision-making.

Unit I- Introduction: Nature and Scope of Managerial Economics; Objectives of the Firm Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization. Vs. Wealth Maximization.

Unit II- Demand Analysis : Demand-Meaning, Determinations Of Demand, Demand Function; Law of Demand; Elasticity of Demand –Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting. Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit III- Production Analysis: Production Function –Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; CobbDouglas Production Function - Cost concepts and Cost Oriented Pricing Methods.

Unit-IV Market Analysis: Price and Output Determination under Perfect Competition, monopoly, monopolistic competition, oligopoly.

Unit-V: Introduction to Economic Optimization techniques- constrained and unconstrained techniques, National Income concepts, inflation – types and causes of inflation –measures to control inflation – Phases of Business Cycles.

Case Study is compulsory in each unit

Suggested Books:

1. Dean,Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH,ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Csaes, S.Chand & Co
6. Mittal A., . Managerial Economics, Text and Csaes, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
8. Attmanad; Managerial Economics, Excel publications.
9. G.S.Gupa, Macro Economics: , Theory and Applications, Tata McGraw Hill.
10. Dwivedi, D.N. Macro Economics: Theory and Applications, Tata McGraw Hill

CP105: MANAGERIAL COMMUNICATION SKILLS

Theory

Credits: 4

4 hrs/week

Objective: To equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit – I : Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication skills – Understanding Cultural Effects of Communication.

Unit – II: Managing Organization Communication - formal and Informal Communication Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

Unit-III: Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication

Unit-IV: Business Writing Skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, Email Messages.

Unit-V: Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report.

Case Study is compulsory in each unit

Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

CP106-ORGANISATIONALBEHAVIOUR

Theory

Credits: 4

4 hrs/week

Objective: (The objective of this course is to teach the student about the organizational theories, dynamics, conflict, change, culture etc)

Unit-I: Meaning and scope of OB-Challenges and opportunities–Foundations of Individual behaviour, values, attitude, job satisfaction, personality, perception and emotions.

Unit-II: Motivation – Theories, Group dynamics –Motivation - Theories: Maslow’s Theory and Herzberg’s Theory.

Unit-III: Organizational conflict-causes and consequences-conflict and Negotiation.

Unit-IV: Organisational change, change process resistance to change and Organisational Development

Unit-V: Organisational Culture-Creating an Ethical Organisation -Managing Stress-Organisational Effectiveness.

Case Study is compulsory in each unit

Suggested Books:

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviourjr, IK Int Pub House,ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Orgnisational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall

CP107: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Theory

Credits: 4

4 hrs/week

Objective: to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit-I: Concept – Nature, Scope and importance of quantitative techniques – Applications of quantitative techniques in business decision making.

Unit – II: Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

Unit –III: Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples - Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit –V: Tests, Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

Suggested Books:

1. K.V.Sivayya and K.Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford University press
4. CR Kothari, Quantative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
6. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
7. S.P.Gupta Statistical Methods for Management
8. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai

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Department Of Management Studies

MBA

(SYLLABUS-CURRICULUM)

SEMESTER-II

SEMESTER - 11								
S.NO	Course Type	Course Number	Name of the Course	Internal	External	Total	Hrs / Week	Credits
1	CP	201	Marketing Management	25	75	100	4	4
2	CP	202	Financial Management	25	75	100	4	4
3	CP	203	Human Resource Management	25	75	100	4	4
4	CP	204	Operations Management	25	75	100	4	4
5	CP	205	Operations Research	25	75	100	4	4
6	CP	206	Computer Applications in Management	25	75	100	4	4
7	CP	207	Research Methodology for Management	25	75	100	4	4

CP 201: MARKETING MANAGEMENT

Theory

Credits: 4

4 hrs/week

Objective: To develop an understanding of the concepts, issues and strategies in marketing and its management.

Unit-I Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit –II: Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.

Unit –III: Development of Marketing Offerings Strategy – New Product Development– Product line and Decisions–Product-mix–Product Differentiation – Product Life Cycle - Brand Management - Packaging.

Unit –IV: Pricing Strategies and Programs; Setting the Price – Adapting the Price – Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

Unit –V : Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion – Events and Public Relations - Competitive Marketing Strategies Emerging Trends in Marketing: Networking Marketing-Viral Marketing Ambush/Guerilla Marketing-Green Marketing.

Case Study is compulsory in each unit

Suggested Books:

1. Kotler, Keller, Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R. Evans & Barry Berman : Marketing, Wiley India, New Delhi.

202: FINANCIAL MANAGEMENT

Theory

Credits: 4

4 hrs/week

Objective: To equip the students with basic principles of Financial Management and Techniques.

Unit- I: Nature, Scope and Objectives of Financial Management, Goals of FM-Profit Maximization Vs Wealth Maximization – Finance Functions – Financial Planning and Forecasting - Role of Financial Manager

Unit-II: Financing Decision:–Cost of Capital – Weighted Average Cost Capital – Capital Structure – Theories of Capital Structure- Financial Leverages – EPS-EBIT Analysis Factors Affecting Capital Structure.

Unit – III: Investment Decision: Nature and Significance of Investment Decision– Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return.

Unit-IV: Dividend Decision: Meaning and Significance – Theories of Dividend – Determinants of Dividend – Dividend policy – Bonus Shares – Stock Splits.

Unit – V: Working Capital Decision: Meaning – Classification and Significance of Working Capital – Component of Working Capital - Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

Case Study is compulsory in each unit

Suggested Books:

1. Brealey, Myers, Allen and Mohanty, Principles of Fin Management, TataMcGrawhill, ND
2. Pandey IM - Financial Management, Vikas, New Delhi
3. JC Varshney, Financial Management, Wisdom, Delhi
4. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi
5. Banerjii, B., Fundamentals of Financial Management, PHI, New Delhi
6. Weston & Brigham, Managerial Finance, The Dryden Press, Illinois
7. James C. Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivasthava: Financial Management and Policy, Himalaya Publication.
10. Robert F Bruner, Case Studies in Finance: Managing for Corporate Value Creation, TMH, New Delhi

203: HUMAN RESOURCE MANAGEMENT

Theory

Credits: 4

4 hrs/week

Objective: To equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment

Unit-I: Introduction: Definition and Functions of HRM; Principles of HRM; Changing Environment of HRM; Challenges; Ethical Aspects of HRM.

Unit –II: HR Planning; Concepts; Factors Influencing ; HR planning ; HR Planning Process; Job Analysis ; Recruitment and Selection; Tests and Interview Techniques .

Unit –III: Training and Development – Need, Process, Methods and Techniques, Evaluation, Management Development; Evaluating Employee Performance; Career Development and Counseling.

Unit – IV: Compensation – Concepts and Principles; Influencing Factors; Current Trends in Compensation – Methods of Payment – Incentives and Rewards.

Unit –V: Managing Industrial Relations – Trade Unions – Employee Participation Schemes – Collective Bargaining – Marketing Knowledge Workers.

Case Study is compulsory in each unit

Suggested Books:

1. Venkata Raman C.S., and Srivastava BK Personnel / Human Resource Management, TMH,ND
2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi.
3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
4. Fisher, Managing Human Resource, Cengage, ND
5. N.K.Singh / Human Resource Management, Excel Publications.
6. Jyothi - / Human Resource Management, Pearso Education, New Delhi.
7. Biswajeet Pattnayak / Human Resource Management, Prentic hell of India New Delhi.
8. P.S Rao , Essentials of Human Resource Managemen & IR, Himaliya ,Mumbai
9. Dwivedi &Agarwal, Human Resource Management, Vikas, ND
10. R.Wayne Mondy and Robert M.Noel, Human Resource Management, Pearson

204: OPERATIONS MANAGEMENT

Theory

Credits: 4

4 hrs/week

Objective: To acquaint the students with decision making process and various aspects of Production Management.

Unit –I : Introduction : Nature and Scope of Production and Operation Management- Historical Evolution – Types of Manufacturing Systems – Differences Between Manufacturing and Service Operations Role of Production and Operation Manager.

Unit-II: Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing-Aggregate Planning – Maintenance Management – Industrial Safety.

Unit-III: Plant Location: Facility Location and Layout Planning –Types of Layouts –Material Handling Equipments – Material Handling Principles – Models Used in Lay Out Designs.

Unit- IV: Productivity: Factors affecting Productivity–Job Design –Process Flow Charts – Method Study – Work Measurement – Engineering and Behavioral Approaches.

Unit–V: Material Management–Cost Associated with Inventory–Economic Order Quantity –ABC Analysis –Materials Requirement Planning–Just In–Time Production, Total Quality Management – Acceptance Sampling – Control Charts – Quality Circle –5 S Principle-Six Sigma Case Study is compulsory in each unit

Suggested Books:

1. Gaither & Frazier, Operations Management, Cengage, New Delhi
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Kanishka Bedi, Production & Operation Management, University Press.
5. Upendra Kachru: Operation Management, Excel Publications.
6. Adam, E.E& Ebert; R.J. Production and Operation Management, 6th Ed., Prentice Hall
7. Chary , S.N.Production and Operation Management, New Delhi, Tata McGraw Hill
8. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai

205: OPERATIONS RESEARCH

Theory

Credits: 4

4 hrs/week

Objective: To make the students familiar with operations research tools in the business decision making.

UNIT-I : Introduction – Define Operations Research – Significance of OR -Nature of OR – Characteristics of OR -Scope of OR in Management – Types of Models in OR – Methodology of OR - Linear Programming - Definition – Assumptions in LP Models – Applications of LP – Limitations of LP models – Graphical Method – Canonical and Standard Forms of LPP – Simplex Method – Big-M Method – Two Phase Simplex Method.

UNIT-II : Transportation Models – Northwest Corner Method – Least Cost Method – Vogel's Approximation Method – Test for Optimality using MODI method – Assignment Models – Hungarian Methods-Minimisation – Maximisation –Travelling Salesman Problem.

UNIT-III : Game Theory – Game – Value of the Game –Saddle Point – Two Person Zero Sum Game – Pure Strategy – Mixed Strategy – Rule of Dominance – Graphical Methods – 2 X n – - mX2– Method of Matrices approach –Method of LPP–Job Sequencing Problem.

UNIT-IV : Decision Theory - Types of Decision Making Environments – Maximax Criterion – Wald Criterion –Savage Criterion – Hurwicz Criterion – Baye's Criterion –Expected Monetary Value Criterion – Expected Opportunity Loss Criterion –Expected Value of Perfect Information –Decision Tree Analysis(including problems)

UNIT-V : Dynamic Programming – Capital Budgeting Problem –Integer Programming– Shortest Path Problem – Assignment Problem – Network Analysis – Critical Path Method – Project Evaluation and Review Technique – Crashing.

Case Study is compulsory in each unit

Text books:

1. B.s. Goel, s.k. Mittal, operations research, pragati prakashan publishers, Meerut.
2. Prem kumar gupta, dr.d.s hira,aarti kamboj, introduction to operations Research, s.chand publications,new delhi.
3. V.k.kapoor, operations research techniques for management, sultan Chand&sons
4. Kalavathy.s, operations research, vikas publishers house pvt ltd

References:

1. Anand sharma, operations research, himalaya publishing house pvt ltd
2. Winston, operations research,cengage,nd
3. J k sharma, operations research – theory and applications, mac millan Publishers

CP– 206: COMPUTER APPLICATIONS IN MANAGEMENT

Theory

Credits: 4

4 hrs/week

Objective: The objective of this course is to provide an insight into basic features Computer Systems and their Applications in Managerial Decision Making.

Unit-I: Introduction to Computer Concepts – Evolution of Computers-Elements of computer – Characteristics of a Computer – Classification of Computers – Basic Computer Architecture – Input-output Devices

Unit-II Software Concepts: Types of software – Software: its nature and qualities — Windows Operating System

Unit-III: MS Office; MS Word: Applications of MS Word in Business Correspondence: letters, tables, mail merge, labels

Unit-IV: Applications of MS Excel: Graphs and Charts–Calculation of various functions – Ms Access: Tables and Queries.

Unit-V: MS Power Point: Introduction – Toolbar, their Icons and Commands – Navigating in Power point - Creation of slides, animation, and templates - Designing Presentations – Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations.

Exercises in the above areas is a must

Suggested Books:

1. Sanjay Saxena and Prathpreet Chopra, Computer Applications in Management, Vikas, New Delhi
2. Aksoy, Introduction to Information Technology, Cengage, ND
3. Parameswaran: Computer Application in Business – S Chand, New Delhi.
4. Management Information Systems by Mahadeo Jaiswal, Monika Mittal, Oxford University Press.
5. PS Gill, Database Management Systems, IK Int Pub House, New Delhi
6. Management Information Systems by D.P. Goyal, MacMillan Publishers.
7. The Compact guide to Microsoft office, Mansfield Rom, BPB Publications, Delhi.
8. Sudalaimuthu & Anthony Raj, Computer Applications in Business, Himalaya, Mumbai

CP-207: RESEARCH METHODOLOGY FOR MANAGEMENT

Theory

Credits: 4

4 hrs/week

Objective: To equip the students with the basic understanding of research methodology and to provide insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Unit-I: Introduction to Research: Meaning, Definition and Importance of Research – Scope of Research - Research Process –Types of Research

Unit -II: Research Design: Exploratory Research – Descriptive Research – Casual Research
Sampling Design: Sampling - Sampling Design Process - Population - Sampling Unit – Sampling Frame – Sampling size Probability Sampling: Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling Non-Probability Sampling: Convenience Sampling – Purposive Sampling/Judgmental Sampling – Quota Sampling – Snowball Sampling.

Unit-III: Sources of Data Collection: Classification of Data – Primary Data - Secondary Data– Designing of Questionnaire Measurement and Scaling: Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Likert Scale

Unit -IV: Entering Data - Coding - Editing - Tables and Graphs Hypothesis: Meaning – Definition – Null Hypothesis - Alternative Hypothesis - Formulation of Hypothesis

Unit-V: Testing of Hypothesis: T-Test - ANOVA - Correlation - Linear and Multiple Regression - Factor Analysis Report Writing: Preparation of Research Report - Presentation of Research Report- Types of Research Reports

Case Study is compulsory in each unit

Suggested Books:

1. Mark Saunders, Philip Lewis, Adrian Thornbill, Research Methods for Business Students, Pearson,ND
2. Churchill, Iacobucci & Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
3. C.R. Kothari, Research Methodology, New Age International.
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
6. Donald R. Cooper & Pamela S. Schindler, Business Research Methods 8th Edition, Tata McGraw Hill.
7. K.V.S. Sarma, Statistics made sample, do it yourself on PC, Prentice Hall.
8. V P Michael, Research Methodology in Management, Himalaya, Mumba

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MBA

MODEL QUESTION PAPER (SEMESTER END EXAMINATION)

CP 101: PERSPECTIVES OF MANAGEMENT

MODEL QUESTION PAPER –THEORY

SEMESTER-I

Time: 3 hours

Max.marks 75

SECTION -A

Answer any 5 questions .Each question carries 4 marks. (5 x 4 =20)
(Total 8 questions, questions 1-5 from units 1-5 & questions 6-8 from any of the units)

1. a) Unit –I
- b) Unit-II
- c) Unit-III
- d) Unit-IV
- e) Unit-V
- f) From any Unit
- g) From any Unit
- h) From any Unit

SECTION- B

Answer all questions. Each question carries 10 marks. (5 x 8 =40)
(Each question (both A or B) from each Unit.

2. From Unit I
Or
From Unit I
3. From Unit II
Or
From Unit II
4. From Unit III
Or
Unit III
5. Unit IV
Or
Unit IV
6. Unit V
Or
Unit V

SECTION- C
(Compulsory)

Case Study

(15Marks)

ADITYA DEGREE & PG COLLEGE FOR WOMEN (A):: KAKINADA
Autonomous and NAAC Accredited with A Grade (3.25/4 CGPA)
Department Of Management Studies

MBA
MODEL QUESTION PAPER
SEMESTER-I

CP 101: PERSPECTIVES OF MANAGEMENT

Time: 3hrs

Max Marks: 75 M

Section- A

Answer the Five questions not exceeding One page each. **(5 x 4= 20)**

1. a) Define Management
- b) Purpose of planning
- c) Span of control
- d) Explain Directing
- e) Significance of Control
- f) Principles of organizations.
- g) Functions of Management.
- h) Planning premises.

SECTION- B

Answer All questions not exceeding Four pages each **(5x 8 = 40)**

2. a) Briefly explain the principles of management.
(OR)
b) Explain the Neo- classical theory of management.
3. a) Discuss the nature and importance of planning.
(OR)
b) Explain the process of Decision making in detail.
4. a) Distinguish between formal VS informal organizations.
(OR)
b) Write about the following.
 - i) Line and Staff Relations
 - ii) Decentralization
5. a) Explain in detail the elements and significance of directing.
(OR)
b) Discuss the various styles of leadership.
6. a) Explain the techniques of controlled in management.
(OR)
b) Discuss the steps involved in controlling.

SECTION – C

Case Study.

(15Marks)

In 2015, Mary Barra (Barra), CEO of American multinational corporation General Motors, headquartered in Detroit, Michigan, was placed ninth in Fortune's list of The World's 50 Greatest Leaders. Barra's career at her stint at GM. She had risen through a series of manufacturing engineering and senior staff positions.

Barra had spent her entire career at GM and had overcome every new challenge presented to her. Her experience in a variety of engineering and administrative positions, her management record, her understanding of GM's operations, and her interpersonal skills were repeatedly mentioned as her key strengths, and she was also credited with having 'brought order to chaos' in the global product development process at the company. Analysts felt that as CEO, her challenge would be to restore confidence in the company after a string of deaths due to faulty ignition switches led to a recall of over 39 million GM vehicles in 2014. Analysts opined that Barra embodied all the traits of an inclusive leader. She emphasized collaboration. Barra was known for her interpersonal skills and focus on the customer. She relied on team-building and held 'hall meetings' to solicit advice on project direction. Describing Barra's leadership style, John Calabrese, GM's vice president of global vehicle engineering, who had worked with her in different capacities for 12 years. Said, "Mary's trying to bring order to the business. She's very methodical, very logical, very fair. She challenges the status quo pretty well. She's an outstanding listener. And I guess she kind of has a consensus approach. But when it is not coming together. She gets concise and she's pretty decisive."

In February 2014, GM issued recalls for several of its models suspected of having a faulty ignition switch that automatically turned the engine off and prevented the deploying of air bags while the car was in motion. While on July 29, 2005, a 16-year-old Maryland resident had died due to this defect while driving her 2005 Chevrolet Cobalt, GM took almost a decade to announce its first recall related to the ignition switch fault. As of March 2014, more than 2.6 million cars had been recalled. The recalls raised many questions about GM's handling of the situation, such as how long the company had known about the problem, why the company had not informed federal safety officials, and why GM had not issued safety recalls sooner. Analysts were of the opinion that Barra's tenure as CEO was marked by both disappointment and opportunity. The disappointment came from the recall of 39 million vehicles due to faulty ignitions which led to at least 21 deaths just weeks after Barra took over as CEO of GM; the opportunity came in terms of sold 9.92 million cars worldwide despite the recalls which also affected the automaker financially as it had to pay out nearly US\$2 billion for the recalls and for compensation to the victims in 2014.

QUESTIONS:

1. Study the leadership and management style of Barra.
2. Discuss and debate what leadership approach Barra should adopt to lead GM to the next league.

CP 102: ACCOUNTING FOR MANAGEMENT

Time: 3hrs

Max Marks: 75 M

Section- A

Answer the Five questions not exceeding One page each.

(5 x 4= 20)

1. a) Branches of accounting
- b) Double entry book keeping system
- c) Financial statements
- d) Elements of cost.
- e) Margin of safety
- f) Decision Making
- g) Budgeting Vs forecasting
- h) Master budget.

Section – B

Answer All questions not exceeding Four pages each

(5 x 8 = 40)

2. a) What is Accounting? And explain the distinctions between cost accounting and financial accounting.
(OR)
b) Explain the role of accounting in modern organization.
3. a) What basis of accounting is required by Generally Accepted Accounting Principles on the profit and loss account and balance sheet?
(OR)
b) Give a specimen of profit & loss account and balance sheet, using imaginary figures.
4. a) What is cost volume profit analysis? Explain the techniques of CVP analysis.
(OR)
b) Bhamane factory provides the following information you are required to prepare cost sheet for the period ended 31st March 2020.

Particulars	Rs
Consumable materials	
Opening Stock	10,000
Purchases	85,000
Closing stock	4,000
Direct wages	20,000
Other direct expenses	10,000
Factory overheads	100% of direct labour
Office overheads	10% of works cost
Selling and distribution Expenses	Rs. 2 per unit sold

Units of finished product:	
At the beginning of the period produced during the period	Units 1,000 (value Rs. 16,000)
At the end of the period	10,000 units
	2,000 units

Also find out the selling price per unit on the basis that profit mark-up is uniformly made to yield a profit of 20% of the selling price. There was no work in progress either at the beginning or at the end of the period.

5. a) What is marginal costing? Explain the applications of marginal costing.

(OR)

b) GA. Co. is engaged in 3 distinct lines of production. Their production cost per unit and selling prices are as under:

Particulars	A	B	C
Production (units)	3,000	2,000	5,000
Material cost	18	26	30
Wages	7	9	10
Variable overheads	2	3	3
Fixed overheads	5	8	9
Selling price	40	60	61

The management wants to discontinue one line and gives you the assurance that production in two other lines shall rise by 50%. They intend to discontinue the line which produces article A as it is less profitable.

1. Do you agree to the scheme in principle? If so, do you think that the line which produces 'A' should be discontinued?
2. Officer your comments and show the necessary statements to support your decision.

6. a) Discuss the advantages and disadvantages of zero base budgeting.

(OR)

b) For production of 1,000 computer key boards, the following are the budgeted expenses:

Particulars	Per Unit
Direct materials	12
Direct labour	6
Variable overheads	5
Fixed over heads (3,000)	3
Variable expenses	1
Selling expense (90% variable)	3
Distribution expenses (80% variable)	1

Prepare a budget for production of 600, 700 and 800 units.

SECTION- C

Case Study.

(15Marks)

7. A company budgets for a production of 1,50,000 units. The variable cost per unit is Rs. 14 and fixed cost is Rs. 2 per unit. The company fixes its selling price to fetch a profit of 15% on cost.

You are required to find out:

1. What is the break – even point?
2. What is the profit- volume ratio?
3. If it reduces its selling price by 5%, how will the revised selling price affect the break-even point and the profit volume ratio?
4. If a profit increase of 10% is desired more than the budget, what should be the sales at the reduced prices?

CP 103: BUSINESS ENVIRONMENT

Time: 3hrs

Max Marks: 75 M

Answer the Five questions not exceeding One page each.

(5 x 4= 20)

1. a) Environmental Analysis
- b) What is Fiscal Policy?
- c) Ethical Climate.
- d) Multi- Fibre Agreement.
- e) Legal Environment.
- f) What is EURO currency
- g) Explain GATS
- h) What is FEMA?

SECTION – B

Answer All questions not exceeding Four pages each.

(5x8=40)

2.a) What is Business Environment? And explain the impact of technological environment of business

(OR)

b) Explain the factors facilitating and impeding globalization in India.

3. a) Explain the impact Economic Reforms on India Economy.

(OR)

b) Critically evaluate the 1991 Industrial Policy.

4. a) What is Corporate Social Responsibility? And explain its relevance in Indian Business,

(OR)

b) Explain the emerging trends in Indian business environment.

5. a) What are Trade Barriers? And distinguish between Trade Barriers and Trade Strategy.

(OR)

b) Explain the salient features of Foreign Exchange Market Mechanism.

6. a) What is Globalization? Describe the entry strategies available to enter global markets.

(OR)

b) Explain the provisions of TRIPS and their Impact on Indian Business.

SECTION- C

Case Study.

(15Marks)

Most of the development has taken place under the same families of original founders, Marcel Fournier and Louis Defforey. Since 1984 however Michael Bond has occupied a post of either Deputy or Chief Executives whilst in 1990 he became Chairman of the group-, the first non-family member to hold this post. Bond was replaced under dramatic circumstances by Danniell Bernard to sort out a short term balance sheet problem. The group announced that it would sell non-essential investments, an unusual approach for a company which has in the past been noted for showing patience and taking a long term view of investments.

Questions :

1. Consider Carrefour's competitive strategy in relation to alternatives, some of which may be adopted by rival companies.
2. While their strategy would appear to have been successful for thirty years, is it likely to continue to be for the next 30 years?

CP 104: MANAGERIAL ECONOMICS

Time: 3hrs

Max Marks: 75 M

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a) Objective of the firm
 - b) Profit maximization
 - c) Demand function
 - d) Price Elasticity of demand
 - e) Oligopoly
 - f) Recessionary phase
 - g) Iso- cost curves
 - h) Delphi method
- Section – B

Answer all questions not exceeding Four pages each. (5 x 8 = 40)

2. a) “Managerial economics is an integration of economic theory, decision science and business management” Comment.
(OR)
- b) Briefly explain the theories of profit maximization and wealth maximization.
3. a) What is demand? List out the determinations of demand.
(OR)
- b) What is demand forecasting? Explain the quantitative and qualitative techniques of demand forecasting?
4. a) What are the cost concepts? Explain the cost oriented pricing methods.
(OR)
- b) What you meant by production function. How does a long run production function differ from a short run production function?
5. a) Explain the concept of price – output determination under perfect competition.
(OR)
- b) Explain the different market structures in brief.
6. a) How does inflating affect the production structure and income distribution in an economy?
(OR)
- b) What is inflating? Explain the different types and causes of inflations.

Case Study.**(15Marks)**

Calculate price elasticity of demand for different years from the following data.

Year	Percentage change in price	Percentage change in quantity
2017	5.0	-3.2
2018	-2.5	5.6
2019	0	1.2
2020	6.5	-2.5

CP 105: MANAGERIAL COMMUNICATION SKILLS

Time: 3hrs

Max Marks: 75 M

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a) Explain the influence of culture on communication.
b) Transactional Analysis.
c) Explain the different communication styles.
d) Johari Window.
e) Communication Barriers.
f) What is Persuasive report?
g) Explain use of technology in Business communication
h) Communication Etiquettes?

SECTION – B

Answer All questions not exceeding Four pages each. (5x8=40)

2. a) What is Communication? And explain its objective in detail.
(OR)
b) How do audio-visual aids facilitate effective technical presentations?
3. a) Interpersonal chemistry is very important in interviews. Do you agree with this statement? Elaborate.
(OR)
b) Elucidate the different models for Inter-personal Communication
4. a) Explain the gate ways for effective Interpersonal Communication.
(OR)
b) What are the barriers of communication and explain measures to overcome barriers of communication
5. a) What is Business Correspondence? And explain the scope and significance of Business correspondence.
(OR)
b) The content of a technical presentation is very important. How do you make it impressive and organised?
6. a) What is Team Building? Give the ingredients of Team Building.
(OR)
b) What is report writing? Describe the elements of technical report writing.

SECTION-C
(Compulsory)

Case Study

(15Marks)

7. The hypermarket concept is usually defined as an outlet retailing both food and non-food products from a sales area of at least 2,500 sq. Meters with extensive car parking. It was Maicel Fournier and Louis Deffrorey who opened the first European hypermarket just outside Paris. It was an instant success and largely as a result Carrefour has grown into one of the largest grocery retailers in Europe with sales exceeding from 117 billion in 1992. The basic strategy of Carrefour. Which has remained largely unaltered over the past 30 years. was summed up in the Annual Report:” Carrefour, a single objective: offer quality products and services to consumers at lowest prices and convenience of choice in large well stocked, well managed stores.” There are three elements to this objective

1. Discounting Carrefour has been nominated as the leading discounter, not only in France. But also in Brazil
2. Multi specialization. Carrefour is a specialist in every product line whether it is in butchery, bakery or delicatessen.
3. Empowerment of staff. It is at the store level at which decisions are made

Not only has the hypermarket concept-changed little over the past 30 years, the basic approach has been adapted very little for the international market. Each hypermarket operates as a profit Centre with the Store Manager responsible for performance.

International Expansion

Almost from the outset Carrefour adopted a strategy which took account of internationalization. After the first hypermarket was opened in France. the group ventured into Belgium in a joint venture, followed by a similar arrangement with another company in Switzerland. As far as the UK was concerned. Carrefour took a minority shareholding in the hypermarket holding with Wheat sheaf distribution which itself became part of the Dee Corporation. Carrefour went on to expand with joint venture operations in Italy, Spain, Brazil, Austria and Germany. Following this strategy of market spreading, the group rationalized its overseas operations to focus on a limited number of markets. The number of joint

ventures operation to focus on a limited number of markets. The numbers of joint ventures have been discontinued. Attempts were made to build up the Italian subsidiary but with little success and divestment followed in the early 80s More recently, two stores in Switzerland were sold.

While divestment was occurring in some areas, in other Carrefour invested heavily. Spain, Brazil, Argentina, the USA and Taiwan saw heavy investment. Stores continued to be opened via a number of separate operating subsidiaries, hut since the mid-1980s a policy of organizational consolidation ensures. In Latin, America, investment has continued despite the difficulties of operation in markets experiencing hyper Inflation in Brazil, annual inflation rates soared to levels of 200% in the mid-1980s and 1700% in

1989, while in Argentina a figure of 5,000% is recorded in the annual report for 1989 and 800% in 1990. Such figures have rendered a marketing strategy based in low prices almost impossible to promote as prices are virtually obsolete from the moment they are set. The hypermarket has been an innovation in these markets, reinforced by the development of focused shopping Centre to support the stores. In South America much of the development is self financing.

The American experiment was a different story The Carrefour store opened in February 1988 in Philadelphia but failed to live up to expectations Carrefour responded to this by increasing the range of food which did result in some improvement in performance but many still felt that the hypermarket was not suited to the American market. In early 1993 the American operation was to be discontinued.

Carrefour's expansion into Taiwan has met with the much greater degree of success. By 1993 there were five stores trading successfully. Although certain adaptations have been made to the retail format to include an outdoor market and only, 200 parking spaces. Carrefour intend to continue its expansion plans into Malaysia.

Carrefour was at the forefront of innovation was the development of hypermarkets. In the last three decades they have attempted to maintain this leadership in retailer innovation. They have done this by the introduction of retailer brands, the launching of financial services and investment in innovative retail concepts. This innovative approach has been demonstrated by involvement in DIY stores, shareholdings in Cost Co. the large American club stores, and involvement in restaurants and freezer centers.

CP 106: ORGANIZATIONAL BEHAVIOUR

Time: 3hrs

Max Marks: 75 M

Answer any Five questions not exceeding one page each. (5 x 4 =20)

SECTION – A

Answer any Five questions not exceeding one page each. (5 X 4 = 20)

1. a) Challenges of Organizational Behaviour.
- b) Explain the Herzberg's Two factor theory.
- c) State the reasons for resistance to change.
- d) What is Organizational Effectiveness ?
- e) What is Sub – Culture ?
- f) What is the meaning of work teams ?
- g) What are the biographical characteristics ?
- h) What is Innovation ?

SECTION – B

Answer All questions not exceeding Four pages each. (5 X 8 = 40)

2. a) What is Personality? And explain the factors influencing personality of an individual.
(OR)
b) What is perception? And explain the perceptual process of perception.
3. a) Differentiate between groups and teams, Explain the stages of group formation.
(OR)
b) Differentiate between trait theory and contingency Theory of leadership.
4. a) What is Conflict? What are its causes and how it can be managed effectively?
(OR)
b) What is Negotiation? And suggest successful negation measures.
5. a) Explain the concept of organizational change and development. What is the role of change agents in bringing about a change?
(OR)
b) What is the difference between planned and unplanned change? Which is easier why?
6. a) What is Stress Management? Which are the reasons for stress in an organization ?
(OR)
b) What is decision making? Give the process of decision making in a group.

SECTION – C (Compulsory)

Case Study

(15 Marks)

7. In XYZ organization, the members of a project management team used to report directly to the project manager. However, a change in the hierarchy was implemented, where in the role of a team leader came into picture. The members of the team now had to report to that team leader directly. Some resistance was arising because of this new arrangement.

Question :

As a project manager how will you convince the team members by specifying the merits of the new arrangement to report to the team leader?

CP 107: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Time: 3hrs

Max Marks: 75 M

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a) Quadratic function.
- b) Adjoint of a matrix
- c) Quartile deviation
- d) Standard variance.
- e) Joint probability
- f) Normal distribution
- g) Cluster sampling
- h) Sample size.
- i) Alternative hypothesis.
- j) Level of significance.

SECTION – B

Answer **All** questions not exceeding **Four** pages each.

(5 X 8 = 40)

2. a) Explain the importance of quantitative technique in business decisions. Also describe various methods in business forecasting.

(OR)

- b) Find the maxima and minima values of the function $f(X) =$

$$2X^3 - 21X^2 + 36X - 20$$

3. a) Find the regression coefficients on X on Y and Y on

X:	12	11	16	17	21	19	26
Y:	34	33	29	31	22	42	28

(OR)

b) Calculate the rank correlation coefficient between x and y for the following data.

X:	70	65	71	62	58	69	78	64
Y:	91	76	65	83	90	64	55	48

4 a) There are two identical boxes containing respectively 4 white and 7 red balls. A box is chosen at random and a ball drawn from it. If the ball is white, what is all probability that is from the second box. App Baye's Method.

(OR)

b) A box contains 100 transistors 20 of which are defective. 10 are selected for inspection. Indicate the probability that

5. a) Two types of batteries are tested for their lengths of life and the following data are obtained.

Batteries	No . of samples	Mean life	Variance
Type A	9	600 hours	121
Type B	8	640 hours	144

Is there significance difference between the mean life of the two batteries ?

(OR)

b) A sample of size 400 was drawn and the sample mean was found to be 99. Test whether this sample could have come from a normal population with mean 100 and standard deviation 8 at 98 % confidence level ?

6. a) A die was thrown 90 times with the following results.

Face	1	2	3	4	5	6
Frequency	10	12	16	14	18	20

Are these data consistent with the hypothesis that the dice is unbiased ?

(OR)

b) In a sample of 8 observations the sum of the squard deviations of items from the mean was found to be 101.7. Another sample of 9 observations the value was found to be 99.8 Test whether the difference in variances is significant at 5 % level.

SECTION – C

(Compulsory)

Case Study

(15 Marks)

7. The following data represent the number of units of a product produced by 3 different workers using 3 different types of machines.

Machines			
Workers	A	B	C
X	8	32	20
Y	28	36	38
Z	6	28	14

Test (i) Whether the mean productivity is the same for the different machine types, and (ii) Whether the three workers differ with respect to mean productivity.

CP 201: MARKETING MANAGEMNET

Time: 3hrs

Max Marks: 75 M

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a) What is Global Marketing?
- b) What is Targeting?
- c) Explain Product differentiation.
- d) What is penetration pricing?
- e) Explain Direct Marketing?
- f) Explain emerging trends in Marketing.
- g) What is Consumer Behaviour?
- h) What is Green Marketing?

SECTION – B

Answer All questions not exceeding Four pages each. (5 X 8 = 40)

2. a) What is Marketing? And explain the developing marketing strategies in detail.
(OR)
b) Explain the micro and macro environmental factors affecting on marketing environment.
3. a) What is Marketing Research? And explain the marketing research process.
(OR)
b) What is meant by Market Segmentation? Explain the process of market segmentation.
4. a) Explain the different stages of Product Life Cycle Management in brief?
(OR)
b) Explain consecutive steps involved in the process of New Product Development?
5. a) Elucidate the various factors influencing pricing policies?
(OR)
b) What considerations should be taken into account while selecting the channels of distribution? Explain them with suitable examples.
6. a) What is Personal Selling? And explain the principles of personal Selling?
(OR)
b) Explain the integrated marketing communication process in brief.

SECTION-C

Case study (Compulsory)

(1x15=15)

Mrs. Rama Krishna is manufacturing and selling fashionable garments for ladies of the upper income group: she manufactures her own garments by setting up a semi – automatic plant and getting orders for customized garments and garments of high quality fashion wear under the name of “dream”. She is getting orders through sales girls who are based in different markets of the state. The sales force calls on garment dealers specializing in high fashion wear and departmental stores. The sales girls are working on straight commission basis.

She has recently entered a new line of fashion for selling imported perfumes from abroad. This line has a great promise of sales and requires a different sales forces as these sales girls will have to call upon different outlets and different departments in departmental store. The owner wonders as to what kind of compensation would suit the sales girls of the new line of product as these sales girls are required to sell in small quantities to a wider range of outlets. The high fashion garments sales girls are selling to bigger stores in greater volume and are content straight commission plan.

Question :

- a. What kind of compensation would you recommend for the new sales girls?
- b. Would there be a conflict or friction in the two groups of the sales girls and how would you avoid it?
- c. What kind of sales plan would inspire cosmetic sales girls to call on a large number of small accounts?

CP 202: FINANCIAL MANAGEMENT

Time: 3hrs

Max Marks: 75 M

SECTION – A

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a. Scope of Financial Management.
b. Cost of Capital.
c. Pay Back period.
d. Stock Splits.
e. Define Credit Policies.
f. Bonus Shares.
g. Explain the meaning of Capital Budgeting Process.
h. EBIT analysis.

SECTION – B

Answer All questions not exceeding Four pages each. (5 X 8 = 40)

2. a. Discuss in detail the role of financial manager.
(OR)
b. Explain the nature and objectives of Financial Management.
3. a. Explain the factors affecting Capital Structures.
(OR)
b. Discuss the concept of Weighted Average Cos Capital.
4. a. Elaborate on the nature and significance o Investment Decision.
(OR)
b. Explain Internal Rate of Return and DCI Dividend Policy.
5. a. Explain the objectives and factors affecting Dividend Policy.
(OR)
b. Discuss the significance of Dividend Decision.
6. a. Discuss in detail Inventory Management.
(OR)
b. Explain the significance of Working Capital in detail.

SECTION-C

7. Case study (Compulsory)

(1x15=15)

After the natural calamity occurred in the Himalayan State of Uttarakhand in June 2013, the economic activity in the state was totally shattered. The torrential rains totally washed away all the major roads and the transportation sector also felt the lion's share of the heat in the disaster affected areas.

One such affected person of this natural disaster was a transportation business owner, Virendra Rawat. He owned a fleet of 50 buses under the name Nanda Devi Express Pvt. Ltd. And due to the heavy rains landslides occurred in hills where he lost all his family members tragically, Ten of his buses also turned into scrap. He himself was bed ridden after all this disaster. He wanted to sell his business in order to meet his medical bills.

Mr. Anirudh Dhyani a management graduate went to Delhi in search of job. He was currently working with a mid sized company and kept on changing his jobs frequently. As a new comer in the industry he switched several organizations in a span of six years. Starting as call centre executive, he moved to various profiles like selling debit cards, thereafter opening bank accounts even to space selling to refrigerator sale till the mid – 2016. He often felt alienated in the new city and struggled to cope up with being alone.

He was interested in taking over the business from its current owner with the help of his father's earnings and a bank loan. The major heads of expenses include office salary, driver and supporting staff, wages, various legal fees, depreciation, advertisement expenses, maintenance charges for the bus, diesel, mobile oil, overhauling of bus etc. the question was what Investment should he make in the business and what profits can he expect from the investment made in the business?

Questions:

- a. Understand the various valuation factors to pay for new business activity.
- b. Explore the benefit cost analysis by performing financial statement analysis and calculations required to start transportation business.

CP 203: HUMAN RESOURCE MANAGEMENT

Time: 3hrs

Max Marks: 75 M

SECTION –A

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a) What is Job analysis?
b) Explain Fringe benefits.
c) Off the job training.
d) What is Quality of work life?
e) What is Exit interview?
f) Explain 360° appraisal method.
g) Graphic rating scale.
h) Collective Bargaining.

SECTION – B

Answer All questions not exceeding Four pages each. (5 X 8 = 40)

2. a) What is HRM? And explain various function of HRM.
(OR)
b) Explain the challenges faced by Professionals.
3. a) What is selection? And explain the sited involved in a standard selection process.
(OR)
b) Explain various key issues in human resource planning indetails.
4. a) What is employee training? And explain important techniques of employee training.
(OR)
b) Explain different techniques of job evaluation.
5. a) Describe advantages and disadvantages executive compensation programmes.
(OR)
b) What is employee grievance? And explain to procedure of employee grievance settlement.
6. a) Explain the functions of good industrimg relations in detail.
(OR)
b) Explain the importance of participative management for organizational development.

SECTION-C

7. Case study (Compulsory)

(1x15=15)

The personnel office of Raja Chemicals Limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships through out the company. The information also contained the approach to be adopted by the consultants and explained the five steps process of team buildings: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.

On receiving the circular middle managers felt tense as they thought team building as an exercise involving a lot of hocus- pocus as they thought team sensitivity training exercises in which participants used to attach each other and let out their aggression by heaping abuse on those disliked.

Therefore, the managers, felt that the consultants were not needed for team building. One of the managers commented, “ now that we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/ consultant. After all, you really do not need high-priced consultants to do this team building stuff. You just have to have a good feel for human factor”. The other managers generally agreed. However, the corporate personnel director turned down their suggestions and proceeded with his original programmed of hiring consultants.

Questions:-

- a. Why did middle managers show resistance to team building approach of organization development?
- b. Do you think the managers had accurate view of team building concept and role of external consultant in that?
- c. Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions that the department has taken?

CP 204: OPERATIONS MANAGEMENT

Time: 3hrs

Max Marks: 75 M

SECTION – A

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a) Explain manufacturing system.
b) What is mass production? Give example
c) What are the function of maintenance?
d) List out various material handling equipments
e) Explain the importance of location
f) What is productivity? Explain
g) What is Job Design? Explain
h) Explain Just in Time Production system.

SECTION – B

Answer All questions not exceeding Four pages each. (5 X 8 = 40)

2. a) What is Operations? Management? Explain various types of manufacturing systems with examples
(OR)
b) Discuss the role of Production and Operations manager.
3. a) What are the various stages of PPC? Explain in detail.
(OR)
b) What is aggregate planning? Explain various strategies of aggregate planning with examples.
4. a) What are the various factors affecting plant location? What factors do you consider for steel plant? Why.
(OR)
b) What is layout? Explain various types of layouts with examples.
5. a) What is productivity? Explain total and partial productivity. Also explain various factors and influence productivity/
(OR)
b) What is method study? Describe the Process of method study.
6. a) What are the various costs associated with inventory? Explain with illustrations.
(OR)
b) Explain various control charts with illustrations.

SECTION-C**7. Case study (Compulsory)****(1x15=15)**

ABC Company requires 1000 units per month of raw material. The ordering cost is Rs. 50 to place an order and the cost per unit of raw material is Rs. 10. The average carrying cost is estimated to be 10 percent per unit per year. Calculate Economic Order Quantity, total inventory cost, number of orders.

CP 205: OPERATIONS RESEARCH

Time: 3hrs

Max Marks: 75 M

SECTION – A

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a) Nature of Operations Research
b) Explain Travelling Salesman Problem
c) Mixed Strategy
d) Explain savage Criterion
e) What is Crashing?
f) What is Big – M method?
g) Explain Dual Simplex method
h) Explain different project evaluation techniques.

SECTION – B

Answer All questions not exceeding Four pages each. (5 X 8 = 40)

2. A) What is Linear Programming? And explain procedure for formulation of LPP.
(OR)
b) Explain different types of models used in Operations Research.
3. a) What is an assignment problem? How does it differ from a transportation problem?
(OR)
b) Solve the following transportation problem to minimize the total transportation cost:

		To warehouses					Plant Capacity
		A	B	C	D	E	
From	1	1	2	6	2	3	800
Plants	2	3	4	5	8	1	600
	3	3	1	1	2	6	200
	4	4	7	3	5	4	400
Demand		400	100	700	300	500	
4. a) What is Simulation? And explain the simulation process in brief.
(OR)
b) Draw the network of the project consisting of 5 jobs, A,B,C,D and E with the following job sequence.
Job A precedes C and D
Job B precedes D
Job C and D proceed E.

5. a) What is Decision Tree? And explain various advantages and limitations of decision tree. (or)

b) A newspaper boy has the following probabilities of selling a magazine:

No.of copies sold	Probability
10	0.10
11	0.15
12	0.20
13	0.25
14	0.30

Cost of a copy is 30 paise and sale price is 50 paise. He cannot return unsold copies.

How many copies should he order?

6. a) A manufacturing company purchases 10,000 parts of machine for its annual requirements, ordering one month usage at a time. Each part cost Rs. 25. The ordering cost per order is Rs. 18 and carrying charges are 15% of the average inventory per year. You have been assigned to suggest a more economical purchase policy for the Company. What advice would you offer and how much would it save the company per year?

(OR)

b) Draw a project consists of seven activities for which the relevant data are given below:

Activity	Preceding activities	Durations (days)
A	--	4
B	--	7
C	--	6
D	A,B	5
E	A,B	7
F	C,D,E	6
G	C,D,C	5

i. Draw the network

ii. Identify the critical path and find the project completion time.

SECTION-C

7. Case study (Compulsory)

(1x15=15)

A small garment making unit has five tailors stitching five different types of garments. All the five tailors are capable of stitching all the five types of garments. The output per day per tailor and the profit (Rs.) for each types of garments are given below:

Tailors	Garments				
	1	2	3	4	5
A	7	9	4	8	6
B	4	9	2	7	8
C	8	5	2	9	8
D	6	5	8	10	10
E	7	8	10	9	9

- a. Find the optimal assignment of garments to tailors.
- b. If tailor E is absent for a specified period and no other tailor is available, what should the optimal assignment.

**CP 206: COMPUTER APPLICATIONS IN
MANAGEMENT**

Time: 3hrs

Max Marks: 75 M

SECTION – A

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a) Explain any three characteristics of Computers.
 - b) Internet Protocol Address.
 - c) Calculation of financial functions.
 - d) What is Mail Merge ?
 - e) Explain Network Architecture.
 - f) What is an auxiliary memory?
 - g) What is Internet surfing
 - h) Output Devices

SECTION – B

Answer **All** questions not exceeding **Four** pages each. **(5 X 8 = 40)**

2. a.Explain the working of computer system with the help of a block diagram.

(OR)

 - b.Explain broad classification of digital computers on the basis of their size, speed memory and use.
3. a.What is Operating System ? And explain the major functions of operating system.

(OR)

 - b.What are the main features of spread sheet software ? How an electronic spread sheet is created in MS – Excel.
4. a.Explain the process of managing data and files in MS – Access.

(OR)

 - b.Explain the facility of Grammar check and spell check in MS – Word.
5. a. What is MS Power point ? And explain the utility of power point presentation.

(OR)

 - b.Describe the advantages of database for business organization.
6. a.What is network topology ? Draw the diagrams and explain various topologies used in LAN.

(OR)

b. What are the features available for formatting text in a word processor ?

SECTION-C

7. Case study (Compulsory)

(1x15=15)

Funds Management Bank at Delhi has implemented a star topology in their IT Department. All computers are connected to the Central Switch. In the Loan Department all computers are connected in closed loop format. Network administrator, Mr. Rao wants to connect these two networks so that data can be shared among different departments.

- a. You are requested to find the problem and
- b. Analyse the case with suitable suggestions.

**CP 207: RESEARCH METHODOLOGY FOR
MANAGEMENT**

Time: 3hrs

Max Marks: 75 M

SECTION – A

Answer any Five questions not exceeding one page each. (5 x 4 =20)

1. a) what is exploratory research design
- b) cluster sampling.
- c) explain the different data collection techniques
- d) What is coding?
- e) multiple regression analysis
- f) What is research problem
- g) explain descriptive research
- h) difference between factor and cluster analysis

SECTION – B

Answer All questions not exceeding Four pages each. (5 X 8 = 40)

- 2 a. What is research? And explain Hypothesis significance of Literature study in research process.
(or)
- b. Explain the meaning of Research Hypothesis in the context of research design.
- 3 a. What is sampling? And explain the various sampling design and techniques.
(or)
- b. Discuss various Research Designs with examples. How do you decide the applicability of research designs in management research?
- 4 a .Explain the various points to be kept in mind while designing and constructing a questionnaire.
(or)
- b. What are the different scaling techniques? Discuss with examples.
5. a. What is Data? And explain various kinds of charts and diagrams used in data Analysis.
(or)
- b. What are the different components of a research report? And explain the various points to keep in mind while preparing a report.
6. a. Explain the concepts and application of Discriminate analysis.
(or)
- c. Explain the utility of Multi Dimensional Scaling and Factor Analysis in business research.

SECTION-C

7. Case study (Compulsory)

(1x15=15)

Chandigarh is an upcoming cosmopolitan city in the north of Indian. It houses people from all over the country now-a-days and has people with varied culture and interests. With higher income at their disposal, the people of Chandigarh are now keener than ever, to undertake various across the country. There are several Travel agencies and Tours/Travel operators in the city. Sharma Travels had started its business just few months ago and was expecting to double or treble its business in the coming festive season or the later holiday seasons. In this highly competitive business arena, MrSharma has decided to conduct a survey to determine how much business Chandigarh has to offer and also wanted to know whether the residents are aware of Sharma Travels. He thought that this survey would also determine the effectiveness of his advertising strategies.

Besides the above aspects, Mr. Sharma wants to gain additional knowledge on several facets such as people' travelling options, frequency of travel, their budgets their satisfaction/dissatisfaction levels with their present travel agencies and other related characteristics. You as a student of management research are required to design a detailed questionnaire to satisfy Mr. Sharma's queries on the above mentioned aspects besides other facets, such as demographics etc , which you think might be of additional help to Mr. Sharma in his venture.

ADITYA DEGREE & PG COLLEGE FOR WOMEN (A):: KAKINADA
Autonomous and NAAC Accredited with A Grade (3.25/4 CGPA)
Department Of Management Studies
MBA

EXTERNAL & INTERNAL EVALUATION PATTERN

Allotment of Marks:

Theory 100 Marks

- ❖ External Evaluation : 75 Marks
- ❖ Internal Evaluation : 25 Marks

Theory:

All languages and core papers carry 100 Marks. 75 Marks are allotted to Semester End written examination. 25 Marks are allotted for internal examinations, the split up of which is as follows:

1. Mid Test : 15 Marks (Two midterm tests will be conducted)
2. Class Seminar : 05 Marks
3. Assignment : 05 Marks

Class room Seminar	Assignment	Total
5 marks	5 marks	10 marks

