



ANDHRA PRADESH STATE COUNCIL OF HIGHER EDUCATION

MINOR

SUBJECT- BUSINESS MANAGEMENT

w.e.f. AY 2023-24

COURSE STRUCTURE

Semester	Course Number	Course Name	No. of Hrs/Week	No. of Credits
II	1	Principles of Management	4	4
III	2	Organisation Behaviour	4	4
IV	3	Marketing Management	4	4
IV	4	Human Resource Management	4	4
V	5	Financial Management	4	4
V	6	Managerial Communications	4	4

SEMESTER-II
COURSE 1: PRINCIPLES OF MANAGEMENT

<u>Theory</u>	<u>Credits: 4</u>	<u>5 hrs/week</u>
---------------	-------------------	-------------------

Course Objectives

- To outline the fundamental activities of managers
- To explain the basic concepts, principles and theories of management
- To examine the broad functions of management
- To propose initiatives to address the contemporary issues and challenges in the field of management
- To understand various controlling techniques practised at organisations.

Unit-I: Introduction to Management

Definition – Nature, process and significance of management –Role of managers – Managerial Skills and Roles – Schools of Management Thought - Management as a Science or Art - Management as a profession- Administration and Management- Functions of Management. Contemporary Issues and Challenges in Management of 21st Century.

Unit-II: Planning

Planning - Nature and Importance of Planning- Types of Plans - Levels of Planning - Steps in planning - Making Effective Plans- Objectives and Management By Objective (MBO) Decision Making: Nature of decision making - Types of decisions – Decision Making Process.

Unit-III: Organizing

Organizing - Nature and purpose - Principles of Organization - Types of Organization - Organisational Structure and Design – Line, Staff and functional authority – Conflict between Line and Staff – Overcoming the Line-Staff Conflict. Committees, Departmentation - Span of control – Authority, Responsibility and Accountability - Principles of Delegation - Steps - Centralization Vs Decentralization – Factors determining the degree of Decentralization of authority.

Unit-IV: Staffing and Directing

Staffing - Nature and Purpose of staffing – Importance of staffing – Components of Staffing - Manpower planning - Recruitment and Selection. Directing – Nature of Directing function - Principles– Motivating people at work – Motivation theories. Communication skills for directing – Barriers of communication.

Unit-V: Controlling

Controlling - Concept, Nature and Importance - Essentials of Control - Requirements of an Effective Control System – Behavioural Implications of Control – Techniques of Managerial control.

Reference Books:

1. Koontz, H., & Weihrich, H. Essentials of Management, McGraw Hill Publishers.
2. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. (2011). Principles & Practices of Management (11th edition). New Delhi: Kalyani Publishers.
3. L M Prasad, (2007). Principles and Practices of Management, Himalaya Publishing House
4. Rao, P.S. (2009). Principles of Management, Himalaya Publishing House.

SEMESTER-III
COURSE 2: ORGANISATIONAL BEHAVIOUR

Theory Credits: 4 5 hrs/week

Course Objectives:

1. To understand individual and group behaviour at work place so as to improve the effectiveness of an organization.
2. To understand different types of personality and learning styles and the factors affecting them.
3. To understand different types of motivation.
4. To inculcate leadership abilities and understand the application of different leadership Styles and power centres.
5. To understand organizational culture

UNIT-I: ORGANIZATIONAL BEHAVIOR

Meaning, importance and historical development of organizational behavior, Factors influencing organizational behavior Perception and Attribution- concept, nature and process, Factors influencing perception. Values and Attitudes Personality - Stages of personality development, Determinants of personality. Concept and theories of learning.

UNIT-II: MOTIVATION:

Concept, importance and theories of motivation. Leadership - concept, characteristics, theories and styles of leadership, Managerial grid, Leadership continuum and Leadership effectiveness.

UNIT-III: GROUP DYNAMICS:

Meaning of groups and group dynamics, Formation, Characteristics and Types of groups, Theories of group dynamics, Group cohesiveness - Factors influencing group cohesiveness - Group decision making process. Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

UNIT-IV: MANAGEMENT OF CHANGE:

Meaning and importance of change, Factors contributing to organizational change, Change agents, Resistance to change – causes of and dealing with resistance to change, Organizational Development - meaning and process.

UNIT-V: ORGANIZATIONAL CULTURE:

Conflict and Effectiveness- Concept of Organizational Culture, Distinction between organizational culture and organizational climate, Factors influencing organizational culture, Morale- concept and types of morale. Managing conflict, Organizational Effectiveness -

Indicators of organizational effectiveness, Achieving organizational effectiveness.
Organizational Power and Politics.

Reference Books:

1. Robbins, P.Stephen - Organizational Behavior-concepts, controversies & Applications - Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred – Organizational Behavior - McGraw Hill Publishers Co. Ltd., New Delhi,
3. Rao, VSP and Narayana, P.S. - Organization Theory & Behavior - Konark Publishers Pvt. Ltd., Delhi.
4. Prasad, L.M - Organizational Theory & Behavior - Sultan Chand & Sons, New Delhi.

SEMESTER-IV
COURSE 3: MARKETING MANAGEMENT

<u>Theory</u>	<u>Credits: 4</u>	<u>5 hrs/week</u>
---------------	-------------------	-------------------

Course Objectives:

1. To give an overview of marketing environment.
2. To interpret the link between strategic planning and marketing.
3. To develop a detailed marketing plan.
4. To understand role of intermediaries in marketing activities.
5. To acquire knowledge on various promotional tools in marketing.

Unit-I: Introduction to Marketing Management:

Definition, Importance and Scope of Marketing; Core Concepts of Marketing; Company Orientations towards Marketing; Marketing Process; Selling Vs Marketing; Elements of Marketing Mix; Marketing environment.

Unit-II: Segmentation, Targeting and Positioning (STP):

Basis for Segmentation, STP process, Levels of Segmentation, Patterns of Targeting and positioning strategies. Segmentation, targeting and positioning for competitive advantage.

Unit-3: Product:

Product – Characteristics – Benefits – classifications – consumer goods – industrial goods – New Product Development process – Product Life Cycle – Branding – Packaging – Labeling – Warranties & Guarantees.

Unit-4: Pricing and Distribution:

Pricing – Factors influencing pricing decisions – pricing objectives – pricing policies and procedures – Types of Pricing Strategy Physical Distribution: Importance – Various kinds of marketing channels, criteria of selecting a channel.

Unit-5: Promotion:

Integrated Marketing Communication (IMC) Process, Elements of Promotional Mix- Advertising – Publicity – Public Relations – Personal Selling – Direct selling and Sales promotion.

Reference Books:

1. Kotler.P, & Keller.K.L., Koshy & Jha (2020). Marketing Management, 20th edition, Pearson.
2. Ramaswamy & Nmakumary - Marketing Management-Global Perspective-Indian Context-Mac Millon India Ltd.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. S.A.Sherlekar, R.Krishnamoorthy, Marketing Management, Himalaya Publishing House.

SEMESTER-IV

COURSE 4: HUMAN RESOURCE MANAGEMENT

Theory

Credits: 4

5 hrs/week

Course Objectives:

- To understand the significance of human resource management and role of executives.
- To acquire knowledge on procurement and development functions.
- To understand the sources of recruitment and selection process.
- To gain knowledge on training and development methods.
- To understand the concept of Industrial relations and its impact on HRM.

UNIT-1: INTRODUCTION:

Importance of Human Resource Management – Meaning, Nature and Scope, Functions and Role of HR Manager – Advisory and service function to other department – HRM function planning – objectives and policies, organizing the HRM Department.

UNIT-II: PROCUREMENT AND DEVELOPMENT FUNCTIONS:

Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization.

UNIT-III: TRAINING:

Significance and Importance of Training, Designing of a Training Program, Methods of Training, Evaluation of Training effectiveness. Executive Development: Concept, Techniques, Employee Training Vs. Executive Development.

UNIT-IV: JOB EVALUATION:

Essentials of Job Evaluation, Methods of Job Evaluation. Performance Appraisal: Importance, Process of Performance Appraisal and Methods of Performance Appraisal, Compensation: Introduction to Compensation Management, Objectives and components of Compensation.

UNIT-V: INDUSTRIAL RELATIONS:

Definition of Industrial Relation, Objectives of Industrial Relations, Industrial Disputes-Types of Industrial Disputes, grievance Redressal Procedure, Collective Bargaining-Objectives of Collective bargaining, Process of Collective bargaining, types of Collective bargaining.

Reference Books:

1. A Text book of Human Resource Management – C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House.

2. Personnel and human Resource management - Text & cases, P Subba Rao, Publication - Himalaya Publishing House.
3. Human resource Management – P. Jyothi, Publication – Oxford University Press.
4. Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication Pearson Education.

SEMESTER-V
COURSE 5: FINANCIAL MANAGEMENT

Theory Credits: 4 5 hrs/week

Course objectives:

- To gain basic knowledge of financial management
- To evaluate the capital budgeting process and risk analysis in capital budgeting
- Familiarize different financial decision that help the organisation
- Learn types of dividend policies and their valuation
- Knowledge regarding working capital management, uses to organisation and valuation of working capital

UNIT 1: INTRODUCTION:

Nature, Scope and Objectives of Financial Management: Functions of Finance - Profit Maximization vs. Wealth Maximization – Role of Financial Manager in Modern Business Organizations – Risk - Return Trade off.

UNIT 2: INVESTMENT DECISION:

Capital Budgeting process – Cash Flow Estimation and measurement – Investment criterion – Methods of appraisal: Traditional Techniques and Discounted Cash Flow Methods - Capital rationing – Risk analysis in capital budgeting.

UNIT 3: FINANCING DECISIONS:

Concept of leverage – Types of Leverages –EBIT – EPS Analysis – Capital Structure – Determinants - Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis. Cost of Capital: Types of Cost of Capital - Weighted average Cost of capital.

UNIT 4: DIVIDEND DECISIONS:

Kinds of dividends, Dividend Policy types, Dividend Theories - Walter's Model - Gordon's Model - M-M Hypothesis - Retained Earnings Policies - Bonus Shares.

UNIT 5: WORKING CAPITAL MANAGEMENT:

Concepts of working capital – Determinants of Working capital – Optimum level of Current assets – Liquidity vs. Profitability – Risk – Return tangle – Estimating working capital needs – Financing strategies of working capital – Inventory Management – Inventory Control Techniques - Receivables Management - Cash Management.

Reference Books:

1. Brearley, Richard and Myers, Steward: Principles of Corporate Finance, New York, McGraw Hill.
2. Soloman, Ezra, Theory of Financial Management, Columbia Press.
3. James C. Van Horne, Financial Management and Policy, Prentice Hall of India.
4. Weston J. Fred and Brigham, Eugene F., Managerial Finance, Dryden Press.
5. Prasanna Chandra, Financial Management, Tata McGraw Hill.
6. Khan, M.Y. and Jain, Financial Management, Tata McGraw Hill.

SEMESTER-V
COURSE 6: MANAGERIAL COMMUNICATION

Theory

Credits: 4

5 hrs/week

COURSE OBJECTIVES:

1. To help the students understand the principles of business communication.
2. To make the students aware of various types of types of communication.
3. To develop awareness on the role of various communication methods.
4. To make students understand business correspondence etiquettes.
5. To enable the students understand the importance of technology related to communication for addressing the business audience.

Syllabus :

UNIT-I: CONCEPTS OF COMMUNICATIONS

Definition, Role of Communication in Business, Objectives of Communication. Process of Communication, Forms of communication- Written, Oral and non-verbal Communication, significance of non-verbal communication. Communication Roadblocks, effective Listening.

UNIT-II: ORGANIZATIONAL COMMUNICATION

Formal and Informal Communication, Styles of Communication, Business etiquette, Barriers to Communication Gateways to Effective Communication, Mastering the art of conducting and giving Interviews,

UNIT-III: INTERPERSONAL COMMUNICATION

Significance of Interpersonal Communication-Role of Perception, Emotion and motivation in Inter Personal Communication. Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

UNIT-IV: BUSINESS CORRESPONDENCE SKILLS

Significance of Business Correspondence, essentials of effective Business Correspondence, Business Letter and Forms. Presentation Skills, Conducting Departmental Meetings, Use of Technology aided Business Communication, Telephone Communication , Visual Communication, Audio Visual Communication, E-mail Messages- Tele and video Conferencing.

UNIT-V: REPORT WRITING

Significance of Report Writing, Structure of Reports. Types of Reports- Negative, Persuasive and Special Reporting, Informal Report- Proposals, Formal Reports- Organization of Press Meets -Media Management.

Reference books

1. K Bhardwaj, Professional Communication, IK International Publishing House, New Delhi.
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi.
4. Penrose, Business Communication for Managers, Cengage, New Delhi.
6. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers,
7. Meenakshi Raman—Business Communication, Oxford University Press.