ANDHRA KESARI UNIVERSITY ::ONGOLE

Model Syllabus for Business Management (Minor) in consonance with Curriculum framework w.e.f. AY 2025-26

COURSE STRUCTURE

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

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SEMESTER-III

COURSE 1: PRINCIPLES OF MANAGEMENT

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

Course Objectives:
The course is designed to:

1. Outline the fundamental roles and responsibilities of managers in modern organizations.
2. Explain the core concepts, principles, and classical as well as modern theories of management.
3. Examine the broad functions of management such as planning, organizing, leading, and controlling.
4. Propose strategic initiatives to address contemporary issues and challenges in the field of management.
5. Understand and apply various controlling techniques used in organizational practice.

Course Outcomes (COs):
Upon successful completion of this course, students will be able to:

- **CO1**: Define and describe the nature and significance of management and managerial roles.
- **CO2**: Demonstrate understanding of key management principles and theoretical frameworks.
- **CO3**: Analyze and apply the functions of management in organizational contexts.
- **CO4**: Identify and evaluate solutions to modern managerial challenges through innovative thinking.
- **CO5**: Apply controlling techniques such as budgeting, performance appraisals, and audits in real-world scenarios.

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.

Student-Centric Activities:

1. **Role Play** – Simulate managerial roles in planning, organizing, and controlling in a business scenario.
2. **Case Study Analysis** – Study and present real-world business challenges and management solutions.
3. **Seminars** – On contemporary management issues such as leadership in digital age or sustainability.
4. **Group Discussion** – On classical vs. modern theories of management and their relevance today.
5. **Field Visit Report** – Visit a local organization and observe the practical implementation of management functions.

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.

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SEMESTER-IV

COURSE 2: ORGANISATIONAL BEHAVIOUR

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

Course Objectives:
The course is designed to:

1. Understand individual and group behaviour in the workplace to enhance organizational effectiveness.
2. Explore different personality types, learning styles, and the factors influencing them.
3. Understand various motivational theories and their relevance in employee performance.
4. Develop leadership abilities and comprehend the application of different leadership styles and sources of power.
5. Gain insights into the nature and significance of organizational culture and its impact on performance.

Course Outcomes (COs):
Upon successful completion of this course, students will be able to:

- CO1: Analyze individual and group behaviour within organizational settings.
- CO2: Identify personality traits and learning styles and assess their impact on work outcomes.
- CO3: Apply motivational theories to workplace scenarios for better employee engagement.
- CO4: Demonstrate leadership skills and differentiate between various leadership styles and power dynamics.
- CO5: Understand and evaluate the components and influence of organizational culture on employee behaviour.

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.

Student-Centric Activities:

1. Personality and Learning Style Assessment – Use self-assessment tools to identify individual traits.
2. Role Play – Demonstrate leadership styles and group dynamics through simulated scenarios.
3. Case Study Discussion – On workplace motivation and conflict resolution strategies.
4. Group Presentation – On successful leaders and the organizational cultures they have shaped.
5. Field Assignment – Study and report on organizational behaviour practices in a real-world business environment.

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.

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SEMESTER-V

COURSE 3: MARKETING MANAGEMENT

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

Course Objectives:

The course is designed to:

1. Provide a comprehensive overview of the marketing environment and its components.
2. Interpret the connection between strategic planning and marketing functions in an organization.
3. Equip students with the ability to develop and present a structured marketing plan.
4. Understand the role and functions of marketing intermediaries in product distribution and logistics.
5. Acquire practical knowledge about various promotional tools and strategies used in marketing.

Course Outcomes (COs):

Upon successful completion of this course, students will be able to:

- CO1: Analyze the components of the marketing environment and assess their impact on marketing decisions.
- CO2: Understand and apply the relationship between strategic planning and marketing management.
- CO3: Design an effective marketing plan with appropriate segmentation, targeting, and positioning strategies.
- CO4: Identify the functions and significance of marketing intermediaries in the distribution process.
- CO5: Evaluate and apply suitable promotional tools for different marketing objectives and audiences.

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.

Student-Centric Activities:

1. Marketing Plan Project – Prepare and present a detailed marketing plan for a chosen product/service.
2. Case Study Analysis – On strategic marketing decisions made by well-known companies.
3. Guest Lecture – From a marketing manager or professional to discuss real-life promotional strategies.
4. Role Play – Simulating the function of intermediaries such as wholesalers, retailers, and logistics agents.
5. Group Presentation – On effectiveness and usage of various promotional tools like advertising, sales promotion, PR, and digital marketing.

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.

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SEMESTER-V

COURSE 4: HUMAN RESOURCE MANAGEMENT

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

Course Objectives:
The course is designed to:

1. Understand the significance of Human Resource Management (HRM) and the role of HR executives in organizations.
2. Acquire knowledge on key HR functions including procurement and employee development.
3. Comprehend the sources, procedures, and significance of recruitment and selection.
4. Gain insights into training, development methods, and their role in employee performance.
5. Understand the concept of industrial relations and its influence on HR policies and practices.

Course Outcomes (COs):
Upon successful completion of this course, students will be able to:

- **CO1**: Explain the scope and importance of HRM and the strategic role of HR executives.
- **CO2**: Identify and apply procurement and development functions such as job analysis and induction.
- **CO3**: Analyze recruitment sources and implement effective selection processes.
- **CO4**: Evaluate training and development methods and their application in various organizations.
- **CO5**: Understand and interpret the impact of industrial relations on HRM practices.

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.

Student-Centric Activities:

1. **Role Play** – Simulate interview processes and induction programs.
2. **Case Study Analysis** – On successful HR practices in reputed organizations.
3. **Group Presentation** – On industrial disputes and collective bargaining.
4. **Mock Recruitment Drive** – Conduct a campus-style recruitment activity including resume screening and interviews.
5. **Field Visit Report** – Study HR functions and training processes in a local company.

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.

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SEMESTER-VI

COURSE 5: FINANCIAL MANAGEMENT

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

Course Objectives:

1. The course is designed to:
2. Provide basic conceptual knowledge of financial management and its scope in business decisions.
3. Enable students to evaluate capital budgeting techniques and apply risk analysis in investment decisions.
4. Familiarize learners with key financial decisions including investment, financing, and dividend decisions.
5. Introduce students to various types of dividend policies and their impact on firm valuation.
6. Impart knowledge on working capital management, its importance, and valuation techniques.

Course Outcomes (COs):

Upon successful completion of this course, students will be able to:

1. CO1: Understand the fundamental concepts and objectives of financial management.
2. CO2: Apply capital budgeting techniques (e.g., NPV, IRR, Payback) with risk considerations.
3. CO3: Analyze different financing and investment decisions to improve organizational financial health.
4. CO4: Evaluate the relevance of various dividend policies and compute firm value based on dividend models.
5. CO5: Manage and analyze working capital requirements and apply valuation techniques for optimal utilization.

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.

Student-Centric Activities:

1. Problem Solving Exercises – On capital budgeting, cost of capital, and dividend valuation models.
2. Case Study Analysis – On real-world financial decisions taken by leading corporations.
3. Group Project – Preparation of working capital analysis for a selected company using annual reports.
4. Simulation Game – Virtual investment and budgeting decisions under constraints.
5. Seminar – On recent trends in financial decision-making, mergers, and corporate restructuring.

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, Eugne F., Managerial Finance, Dryden Press.
5. Prasanna Chandra, Financial Management, Tata McGraw Hill.
6. Khan, M.Y. and Jain, Financial Management, Tata McGraw Hill.

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SEMESTER-VI

COURSE 6: MANAGERIAL COMMUNICATION

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

Course Objectives:
The course is designed to:

1. Help students understand the fundamental principles and processes of effective business communication.
2. Make students aware of various types and channels of communication used in the business context.
3. Develop awareness of the role and significance of different methods of communication in organizational settings.
4. Enable students to learn the etiquette and formats used in business correspondence.
5. Equip students with knowledge of technology-enabled communication tools for effectively addressing business audiences.

Course Outcomes (COs):
Upon successful completion of this course, students will be able to:

- **CO1**: Explain the principles and components of effective business communication.
- **CO2**: Identify and differentiate between types of communication (verbal, non-verbal, formal, informal).
- **CO3**: Apply appropriate communication methods in various business scenarios.
- **CO4**: Draft professional business correspondence including emails, letters, memos, and reports.
- **CO5**: Utilize modern communication technologies effectively in business environments.

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.

Student-Centric Activities:

1. **Role Play** – Business meeting scenarios to practice formal communication.
2. **Email & Letter Drafting Exercise** – Professional formats for internal and external correspondence.
3. **Group Presentation** – On communication barriers and ways to overcome them in business.
4. **Workshop** – On using digital tools for business communication (e.g., email etiquette, video conferencing).
5. **Case Study Discussion** – On real-life corporate communication failures and lessons learned.

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.
3. Penrose, Business Communication for Managers, Cengage, New Delhi.
4. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers,
5. Meenakshi Raman—Business Communication, Oxford University Press.

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