

Organisational Behaviour

I - M.Com / I- Semester



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Tirupathi, AP -517 502

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Program Educational Objectives

This enables the students in understanding of

1. Various management concepts and theories of organization behavior.
2. Human behavior in business organizations and its influence on organizational change, development and effectiveness.
3. Individual behavior, communication, conflict and various management styles, motivational theories and coordination in the work environment structure, culture and change human resources.
4. Behaviour in organizations including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making and motivational theories.
5. Group behaviour in organizations, including communication, leadership, power and politics, conflict and negotiations.

Expected Course Outcomes

After successful completion of this paper, the students are able to:

1. Describe how people behave under different conditions and understand why people behave as they do.
2. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Explain how organizational changes and culture affect working relationships within organizations.
5. Build the team spirit for institutional advancement and professional growth.

Unit-I: Organizational Behaviour

Nature and Scope – Significance - Limitations of Organizational Behaviour - OB as an Interdisciplinary Approach - Models of OB - Emerging Challenges of OB in the 21st Century.

Unit-II: Individual Dynamics

Personality - Perception - Motivation – Concept - Theories - Maslow’s Need Hierarchy- Two factor theory – ERG Theory.

Unit-III: Group Dynamics

Concept - Types of Groups - Group Formation - Group Cohesiveness; Leadership – Concept - Leadership Theories – Trait Theory – Behavioural Theory –Fiedler Contingency Theory - Managerial Grid Theory; Conflict Management - Conflict Management Techniques

Unit-IV: Organisational Dynamics

Organizational Culture – Organizational Change - Concept – Resistance to Implementation of Change – Organizational Effectiveness –Organizational Development: Concept - Organizational Development Interventions.

Suggested Books

1. Prasad, L.M., Organizational Behaviour, S.Chand Publications.
2. Aswathappa .K, Organizational Behaviour, HPH, New Delhi.
3. Fred Luthans, Organizational Behaviour, Tata McGraw Hill.
4. Stephen P.Robbins, Organizational Behaviour, Pearson Education.
5. Arun Kumar N Meenakashi., Organizational Behaviour, VPH.
6. Dale, Organizational Behaviour, Sage Publications.
7. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson, Management of Organizational Behaviour, Utilizing Human Resources, PHI.

Organisational Behaviour

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Managerial Economics

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Managerial Economics

Program Educational Objectives: This enables the students in understanding of

1. Concepts of managerial economics and its role in business decisions
2. Demand & supply analysis and its applications in business
3. Functions of production, price strategies and profit theories
4. Impact of competition in various types of markets
5. Nexus between Macro-economic factors and managerial decisions

Expected Course Outcomes: After successful completion of this paper, the students are able to

1. Apply principles of economics in day-to-day business activities
2. Understand the demand and supply conditions and assess the position of a company
3. Develop thorough knowledge on the production theories and cost while dealing with the factors of production.
4. Analyze real-world business problems with a systematic theoretical framework.
5. Design competition strategies, including costing, pricing, product differentiation, and market environment

Unit-I: Introduction

Managerial Economics - Nature and Scope - Principles – Objectives of the Firm - Theory of the Firm, Role and Responsibilities of a Managerial Economist.

Unit-II: Demand and Supply Analysis

Law of Demand - Demand Function - Determinants - Demand Estimation - Methods of forecasting for Existing and New Products ; Law of Supply - Determinants of Supply.

Unit-III: Cost and Production Analysis

Cost Concepts - Cost Output Relationship in Short run and Long run - Cost Control and Reduction; Production Function - Cobb Douglas Production Function.

Unit-IV: Profit and Price Analysis

Nature and Theories of Profit - Cost Volume Profit Analysis - Profit Planning and Forecasting; Competition - Types of Competition; Pricing Policies and Strategies - Pricing Methods.

Suggested Books

1. Craig Peterson and Lewis: Managerial Economics, Pearson Education Publication 2008
2. Mankiw, Principles of Macroeconomics, 4e, TL 2007.
3. Mehta, P.L., Managerial Economics, Text and Cases, S.Chand & Co., Publishers, New Delhi
4. Varshney, R.L., and Maheswari, K.L., Managerial Economics, S.Chand & Co., Publishers, New Delhi
5. Battacharya & Chakravarthy, Fundamentals of Business economics BS Publications 2002.
6. Ahuja, H.L., Managerial Economics, S. Chand, New Delhi
7. Trivedi, M.L. Managerial Economics, Tata Mc-Graw Hills, New Delhi.
8. Mithani, D.M, Managerial Economics – Theory and Applications, Himalayas Publishing House, New Delhi.

Managerial Economics

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Business Environments and Policy

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Business Environments and Policy

Program Educational Objectives: This enables the students in understanding of

1. Concepts of Business Environment.
2. Economic Environment in Industrial Development Policies -Industrial policy, Fiscal policy, monetary policy, Economic Reforms in India
3. Socio-Cultural Environment.
4. Technological Environment and Modernization of Technology.
5. In-depth knowledge about different environment in the business climate and the current issues affecting business.

Expected Course Outcomes: After successful completion of this paper, the students are able to

1. Acquire basic knowledge of Business environment
2. Obtain acquaintance of the influencing factors of business environment in India.
3. Enhance the knowledge on economic environment and economic policies in India.
4. Improve the awareness on Socio-Cultural, Political and Legal Environment of Business.
5. Gain familiarities about the technological and global environment of business.

Unit-I: Business Environment: Concept - Nature and Scope -Elements of Business Environment - Techniques of Environmental Analysis - Changing Dimensions of Business Environment.

Unit-II: Economic Environment of Business: Introduction - Economic Systems - Economic Policies - Role of Public Sector in Economic Development - Economic Reforms, SEZs.

Unit-III: Socio-Cultural, Political and Legal Environment: Introduction - Socio-cultural Environment - Political Environment - Social Responsibilities of Business; Legal Environment - Consumer Protection Act.

Unit-IV: Technological and Global Environment: Technological Environment - Technological Implications; Global Environment: Nature and Scope - Multi National Corporations (MNCs) - Emerging Challenges of Global Business - FEMA.

Suggested Books

1. Aswathappa. K, Essentials of Business Environment, Himalaya Publishing House, New Delhi.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi.
3. Kohli.S.L. and Resutra N.K, Business Environment, Kalyani Publishers, New Delhi 2005.
4. Fernando A.C, Business Environment, Pearson Education, New Delhi.
5. Misra.S.K, and V.K.Puri, Indian Economy, Himalaya Publishing House, New Delhi, 2008.
6. Agrawal. A.N., Indian Economy: Problems of Development and Planning, New Age Publications, New Delhi, 2008.
7. Misra.S.K., and V.K.Puri, Economic Environment of Business, Himalaya Publishing House, New Delhi, 2008.
8. Raj Agrawal, Business Environment, Excel Books, New Delhi, 2008.

Business Environments and Policy

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Business Ethics

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Business Ethics

Program Educational Objectives

This enables the students in understanding of

1. Concepts of Business Ethics.
2. Characteristics and importance of Business Ethics.
3. Principles of business ethics.
4. Challenges of Business Ethics.
5. In-depth knowledge about Sources of Ethics.

Expected Course Outcomes

After successful completion of this paper, the students are able to:

1. Get basic knowledge of Business Ethics.
2. Obtain acquaintance of the objectives and scope of business ethics.
3. Enhance the knowledge on principles of business ethics.
4. Improve the knowledge on challenges of business ethics.
5. Learn about the ethical theories of business.

Unit-I: Business Ethics

Introduction - Genesis of Business Ethics - Objectives - Characteristics - Scope - Significance - Problems in Adapting Business Ethics.

Unit-II: Principles of Business Ethics

Factors Affecting Business Ethics - Ethical Standards - Elements of Business Ethics - Ethics in Contemporary Business.

Unit-III: Ethical Theories

Modern Decision Making Model and Ethics - Sources of Ethics - Unethical Practices - Influence of Business Ethics on Business Operations.

Unit-IV: Business Ethics

Challenges of Business Ethics and corporate leadership - Ethical principles in Business - Business Ethics from Indian perspective.

Suggested Books

1. Manuel G. Velasquez, Business Ethics, concepts, Prentice Hall of India, New Delhi.
2. R.C.Sekhar, Ethical Choices in Business, Response Books, New Delhi.
3. C.S.V. Murthy, Business Ethics, Himalaya Publishing House, New Delhi.

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Corporate Financial Accounting

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Choice Based Credit System (CBCS)



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Corporate Financial Accounting

Program Educational Objectives

This enables the students in understanding of:

1. Issues and practices of advanced corporate financial accounting.
2. Methods of accounting for price level changes
3. Concepts of Human Resource, Government and social responsibility accounting
4. Importance of Accounting principles & standards and its applications for business
5. Preparation of consolidated financial statements of different companies

Expected Course Outcomes

After successful completion of this paper, the students are able to:

1. Combine practical and theoretical knowledge of financial accounting.
2. Identify and analyze the price changes in the real-life situations.
3. Develop the sufficient insights on the importance of accounting maintenance for different purposes
4. Describe how people analyze the concept of holding company under different conditions
5. Identify reasons for preparing financial statements in different manner.

Unit-I: Financial Accounting

Introduction - Objectives - Generally Accepted Accounting Principles (GAAP) - Ethical Issues in Accounting Practices - Role of computers in accounting (Theory only)

Unit-II: Inflation Accounting

Meaning - Limitations of Historical Accounting - Methods of Accounting for Price Level Changes - Current Purchasing Power (CPP) - Current Cost Accounting (CCA) - Gearing Adjustment. (Theory & Problems)

Unit-III: Human Resource Accounting

Concept - Suggested Methods for Valuation of Human Resources; Corporate Social Accounting - Objectives - Measures - Social Responsibility Accounting; Government Accounting (Theory only).

Unit-IV: Consolidated Financial Statements

Preparation of Consolidated Balance Sheet - Minority Interest - Pre-Acquisition and Post-Acquisition Profits - Cost Control or Goodwill - Bonus Shares - More Than One Subsidiary. (Theory & Problems)

Suggested Books

1. Gupta, R.L. and Radhaswami, M., Advanced Accountancy, S. Chand & Co., New Delhi.
2. Jain and Narang, Advanced Accountancy, Kalyani Publications, New Delhi
3. M.C. Shukla, T.S. Grewel, Advanced Accountancy, S. Chand & Co., New Delhi.
4. S.N. Maheswari and S.K. Maheswari, Corporate Accounting, Vikas Publishing House, New Delhi.
5. Arulanandam, Advanced Accountancy, Himalaya Publishing House, Delhi.
6. Ghosh, T.P., Accounting Standards and Corporate Accounting Practices, Taxmann.
7. Jawaharlal, Accounting Theory, Himalaya Publishing House.
8. I.M. Pandey, Management Accounting, Vikas Publication.
9. Bhatt J, Management Accounting, ELBS.
10. Khan and Jain, Management Accounting, Tata McGraw Hill.

Corporate Financial Accounting

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Techniques of Cost Accounting

*I - M.Com / II - Semester
Choice Based Credit System (CBCS)*



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Techniques of Cost Accounting

Program Educational Objectives

This enables the students in understanding of

1. The procedure to determine the cost of production.
2. Equip them in the preparation of various budgets
3. Cost controlling measures and its significance.
4. Enrich the students about the variances of standard costing
5. ABC Analysis used in manufacturing concerns.

Expected Course Outcomes

After successful completion of this paper, the students are able to:

1. Construct cost sheet and apply various techniques for minimizing the cost factor
2. To develop different budgets required for the different concerns
3. To apply the standard costing techniques and evaluate the causes for variance in different elements of cost
4. Able to identify and apply relevant methods used for preparation of financial statements
5. Understand various inventory techniques and its significance for optimum utilization

Unit- I: Cost Accounting

Concept - Objectives – Cost Classification – Cost Sheet - Books of Accounts – Integral and Non Integral Accounting - Reconciliation of Cost and Financial Accounts (Including Problems).

Unit-II: Budget

Meaning –Budgetary Control: Advantages- Limitations – Classification of Budgets - Master Budget – Flexible Budget –Zero Based Budgeting (Including Problems).

Unit-III: Standard Costing

Need- Standard Costing and Budgetary Control – Variance Analysis -. Marginal Cost- Absorption Cost- Marginal Costing Vs Absorption Costing - Preparation of Income Statement (Including Problems).

Unit-IV: ABC Analysis

Objectives- Practical Applications - Stages of ABC Analysis – Differences between traditional cost system and ABC system.

Suggested Books

1. Jain S.P., & K.L.Narang, Cost Accounting Principles & Practice Kalayani Publishers New Delhi.
2. Rathnam P.V., Rathnam,s costing advanced problems and solutions, Kitab Mahal Distributors.
3. Maheswari S.N., Advanced problems and solutions in cost accounting, Sultan Chand & Sons.
4. Bhar B.K., Cost accounting methods and problems, Academic Publishers, Kolkota.
5. Khan M.Y & Jain P.K., “Theory and Problems in Cost Accounting” TMH.

Techniques of Cost Accounting

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Human Resource Management

I - M.Com (Financial Management) / II - Semester

Choice Based Credit System (CBCS)



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Human Resource Management

Unit-I

Introduction: History & Evolution of HRM, Concept, Scope, Characteristics, Objectives & importance of HRM, Personnel Management vs HRM.

Case study: Conceptualize and get sacked.

Unit-II

Acquisition of Human Resources: Concept of Human resource Planning, Objectives, Need and importance, Process of Human Resource Planning, Problems in Human Resource Planning, Requisites for successful Human Resource Planning.

Job Analysis: Introduction, Uses of Job Analysis, Process of Job Analysis, Job Description and Job specification.

Recruitment: Introduction to recruitment, Factors governing Recruitment, Process & sources of recruitment.

Selection: Meaning of Selection, Steps in selection process, Selection Tests & interviews

Placement, Induction & Job Changes: Concept of Placement, Concept of Induction, Concept of Transfer, types of transfer, Concept of Promotion, Promotion policy Case study: A tale of Twists and Turns

Unit-III

Training Concept and importance of training, types of training, methods of training, designing of a training program, evaluation of training effectiveness

Executive development: Concept, process and techniques

Career Planning and development: Concept, Objectives and Process

Case study: Vishal Fast foods private Ltd.

Unit-IV

Job evaluation: Concept & Essentials of Job Evaluation, Methods of Job evaluation.

Performance Appraisal: concept, Importance, Process of Performance Appraisal, Methods of Performance Appraisal, Job evaluation Vs Performance Appraisal.-8

Compensation: Introduction to compensation Management, Objectives & Components of Compensation-10

Case study: Should Job evaluation plan be specific or General.

Unit-V

International Dimensions of Human Resource Management: Introduction to International Human Resource Management, understanding role of cultural in International Management Practice: HRM practices as a cultural variable, International HRM on Productivity, Quality of Work Life and Bottom Line.

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Marketing Management

Unit-I

Concept of Marketing - Market, Marketing, Marketer- Selling Concept, Market Concept, Social Marketing Concept- identifying Market Segments- Basis for Market Segmentation for Consumer and industrial market and requirement of effective segments.

Unit-II

Product and Product lines - Product hierarchy, Product classification, Product mix decisions- Product line decisions = Product attribute decisions, decision- Product life cycle, Marketing strategies for different stages of the product life cycle.

Unit-III

Pricing: Setting the price, pricing process, pricing methods. Adapting price: Geographical pricing, price discounts and allowances, promotional pricing, discriminatory pricing, product mix pricing.

Unit-IV

Marketing Channels: The importance of marketing channels- Channel design decisions- Channel management decisions- Channel Conflict: Types, causes and managing the Conflict.

Unit-V

Promotion mix Advertisement: Meaning, Objectives - Types of Media- Sales Promotion- Objective and Tools- Public relation- Meaning and Tools - Personal Selling- Process.

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