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# **VIDYA JYOTHI INSTITUTE OF TECHNOLOGY**

**An Autonomous Institution**

*(Accredited by NBA, Approved by A.I.C.T.E., New Delhi, Permanently Affiliated to JNTU, Hyderabad)*

**Aziznagar Gate, C.B. Post, Hyderabad -500 075, Telangana.**



**(R19)**

## **SYLLABUS**

*for*

**MBA PROGRAMME**

**(Applicable for the batches admitted from 2019-2020 onwards)**



# Vidya Jyothi Institute of Technology (Autonomous)

(Accredited by NBA, Approved By A.I.C.T.E., New Delhi, Permanently Affiliated to JNTU, Hyderabad)  
(Aziz Nagar, C.B.Post, Hyderabad -500060)

## MASTER OF BUSINESS ADMINISTRATION (MBA) R19 COURSE STRUCTURE AND SYLLABUS

### I Year-I Semester

Course Code	Course Title	Int. marks	Ext. Marks	L	T	P	C
191ECS1101	Management & Organizational Behavior	30	70	4	0	0	4
191ECS1102	Business Economics	30	70	4	0	0	4
191ECS1103	Financial Accounting & Analysis	30	70	4	0	0	4
191ECS1104	Statistics For Management	30	70	4	0	0	4
191ECS1105	Business Law & Business Environment	30	70	4	0	0	4
191ECS1106	Indian Ethos & Values	30	70	4	0	0	4
191ELB1101	Business Communication – Lab	30	70	0	0	3	2
191ESM1101	Seminar ( company analysis)	50	-	0	0	2	1
<b>TOTAL</b>		<b>260</b>	<b>490</b>	<b>24</b>	<b>0</b>	<b>5</b>	<b>27</b>

### I Year-II Semester

Course Code	Course Title	Intl marks	Ext marks	L	T	P	C
191ECS1201	Human Resource Management	30	70	4	0	0	4
191ECS1202	Marketing Management	30	70	4	0	0	4
191ECS1203	Corporate Finance	30	70	4	0	0	4
191ECS1204	MIS & ERP	30	70	4	0	0	4
191ECS1205	Quantitative Analysis & Business Decisions	30	70	4	0	0	4
191ECS1206	Entrepreneurship	30	70	4	0	0	4
191ELB1201	Statistical data analysis Lab	30	70	2		2	2
191ESM1201	Seminar ( INDUSTRY analysis)	50	-	0	0	2	1
<b>TOTAL</b>		<b>260</b>	<b>490</b>	<b>26</b>	<b>0</b>	<b>6</b>	<b>27</b>

### II Year-I Semester

Course Code	Course Title	Intl marks	Ext Marks	L	T	P	C
191ECS2101	Production & Operations Management	30	70	4	0	0	4
191ECS2102	Business Research methodology	30	70	4	0	0	4
OE-1	Open Elective -I	30	70	4	0	0	4
PE-1	Professional Elective – I	30	70	4	0	0	3
PE-2	Professional Elective – II	30	70	4	0	0	3
PE-3	Professional Elective – III	30	70	4	0	0	3
191ESM2101	*Summer internship ( FIELD WORK)	100	-	0	0	2	2
<b>TOTAL</b>		<b>280</b>	<b>420</b>	<b>24</b>	<b>0</b>	<b>2</b>	<b>23</b>

\***Summer Internship:** Students have to undergo Internship during Summer Vacation.

## II Year-II Semester

Course Code	Course Title	Intl marks	Ext marks	L	T	P	C
191ECS2201	Strategic Management	30	70	4	0	0	4
191ECS2202	Logistics & Supply Chain Management	30	70	4	0	0	4
<b>OE-2</b>	Open Elective –II	30	70	4	0	0	4
<b>PE-4</b>	Professional Elective – IV	30	70	4	0	0	3
<b>PE-5</b>	Professional Elective – V	30	70	4	0	0	3
<b>PE-6</b>	Professional Elective – VI	30	70	4	0	0	3
191ECV2201	Comprehensive Viva-Voce	-	100	0	0	0	1
191EPR2201	Main Project	100	100	0	0	4	3
<b>TOTAL</b>		<b>280</b>	<b>620</b>	<b>24</b>	<b>0</b>	<b>4</b>	<b>30</b>

### LIST OF PROGRAM ELECTIVE SUBJECTS

Students have to select any One Specialization (Marketing, Finance, Human Resources, and Entrepreneurship) and he/she needs to select the Program Elective subjects listed under the chosen specialization only.

Program Elective Specialization				
Course	Marketing	HRM	Finance	Entrepreneurship
<b>PE – 1</b>	Consumer Behaviour 191EE12101	Performance Management 191EE12102	Securities analysis & portfolio management 191EE12103	Start-up Management 191EE12104
<b>PE – 2</b>	Services Marketing 191EE22101	Management of industrial relations 191EE22102	Financial Institutions, Markets & Services 191EE22103	MSME Management 191EE22104
<b>PE – 3</b>	Advertising & sales Management 191EE32101	Learning & development 191EE32102	Strategic Management Accounting 191EE32103	Family Business Management 191EE32104
<b>PE – 4</b>	International Marketing 191EE42101	International Human Resource Management 191EE42102	International Financial management 191EE42103	Entrepreneurial Finance 191EE42104
<b>PE – 5</b>	Digital Marketing 191EE52101	Compensation & reward management 191EE52102	Strategic Investments & Financing Decisions 191EE52103	Entrepreneurial Marketing 191EE52104
<b>PE – 6</b>	Retailing Management 191EE62101	Talent & knowledge Management 191EE62102	Financial Derivatives 191EE62103	Creativity Innovation and Entrepreneurship 191EE62104

### Open Elective Semester-III & IV

OE	Course Title
191EOE2101	Project management
191EOE2102	Technology Management
191EOE2103	Corporate Governance
191EOE2201	Total Quality Management
191EOE2202	Intellectual property rights and cyber laws
191EOE2203	International business

**R19 VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**MANAGEMENT & ORGANIZATIONAL BEHAVIOR**

LT P C

4 0 0 4

**Course Objective:** To understand the Fundamentals of Management and Behavioural aspects of individual and groups in an organization.

**UNIT – I:**

**Introduction to Management:** The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills.

Evolution of Management - Theories of Management - Classical, Scientific, Administrative, Behavioural, Management Sciences Theories; Systems and Contingency Theory.

**UNIT – II:**

**Planning and Decision Making: Planning and goal setting** – Organizational Planning - Vision, Mission and Goals, Types of Plans, steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment.

Decision Making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision Making Model.

**UNIT – III:**

**Organizing and Controlling:** Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and Its Challenges.

**Controlling:** The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary Issues in Controlling.

**UNIT – IV:**

**Organizational Behavior: Individual and Group Behavior:** Importance of Organizational Behavior, Culture and Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness.

**UNIT – V:**

**Leadership and Motivation:** Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics.

**Motivation:** Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two Factor Theory of Motivation, McGregor's Theory, ERG Theory, McClelland's Needs Theory, Valance Theory.

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**Course outcomes:** Students will be able to understand

- a) Evolution of Management and contribution of Management thinkers
- b) the relevance of environmental scanning, planning and to take decisions,
- c) Organizingandcontrolling
- d) d)IndividualandgroupBehavior
- e) e)LeadershipandMotivation.

**TEXTBOOKS:**

1. Richard L. Daft, New Era of Management, Cengage Learning, 11e,2017.
2. Afsaneh Nahavandi, Robert B.Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications,2015.
3. LaurieJ.Mullins,Management,andOrganizationalBehaviour,PearsonPublications,9e.
4. StephenP.Robbins,TimothyA.Judge,NeharikaVohra, OrganizationalBehaviour,Pearson, 16 e,2017.
5. Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill,2011.

**BUSINESS ECONOMICS**

L T P C  
4 0 0 4

**Course Objective:** To understand the Business, impact of Micro and Macro Economic Environment on business decisions.

**UNIT- I:**

**Introduction to Business Economics:** Definition, Nature And Scope, Relationship With Other Disciplines – Business Decision Making Process- The Role Of Managerial Economist- Basic Economic Principles – The Concept Of Opportunity Cost, Marginalism, Equi-Marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk And Uncertainty.

**UNIT- II:**

**Theory of Demand and Supply:** Demand Analysis - Demand Function, Law Of Demand, Determinants Of Demand, Types Of Demand. Elasticity Of Demand, Types, Measurement And Significance Of Elasticity Of Demand. Demand Forecasting, Need For Demand Forecasting, Methods Of Demand Forecasting.

Supply – Supply Function, Determinants Of Supply, Law Of Supply, Elasticity Of Supply.

**UNIT- III:**

**Production Analysis:** Production Function, Production Function With One, Two Variables, Cobb-Douglas Production Function, Marginal Rate Of Technical Substitution, Isoquants And Isocosts, Returns To Scale, Economies Of Scale - Innovations And Global Competitiveness.

**UNIT- IV:**

**Cost Analysis:** Cost Concepts, Determinants Of Cost, Cost-Output Relationship In The Short Run And Long Run, Short Run Vs. Long Run Costs, Average Cost Curves. Overall cost leadership, Break even Analysis, Determination of Break Even Point, Key Concepts, Graphical Representation, Margin of Safety-simple Problems.

**UNIT- V:**

**Market Structure and Pricing Practices: Classification of Market Structures - Features – Competitive Situations - Price-Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition And Oligopoly - Both The Long Run And Short Run. Pricing Practices- Price Discrimination- Pricing Strategies- Pricing Over Product Life Cycle- Break Even Analysis.**

**Course Outcome:** Students will be able to understand (a) Economic Principles in Business (b) Forecast Demand and Supply (c) Production and Cost Estimates (d) Market Structure and Pricing Practices (e) Economic Policies.

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**TEXTBOOKS:**

1. H L Ahuja, Business Economics, S. Chand & Co, 13e,2016.
2. Chaturvedi, Business Economics, International Book House,2012.
3. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
4. Dominick Salvatore, Managerial Economics, Oxford Publications, 7e,2012.
5. Justin Paul, Business Environment, Tata McGraw Hill,2010.  
Francis Cherunilam, Business Environment Text &Cases, Himalaya Publications,2012.

## FINANCIAL ACCOUNTING AND ANALYSIS

L T P C  
4 0 0 4

**Course Objective:** To prepare, analyze, interpret the financial statements for business decision making.

### UNIT- I:

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and Conventions, And The Generally Accepted Accounting Principles (GAAP), Their Implications On Accounting System; Double Entry System–Recording Business Transactions–Classification of Accounts–Accounting Cycle.

### UNIT- II:

**The Accounting Process:** Overview, Books of Original Record; Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts with Adjustments. Valuation of Fixed Assets -Tangible Vs. Intangible Assets. Depreciation, Methods of Depreciation–Their Impact On Measurement of Business Accounting.

### UNIT- III:

**Inventory Valuation:** Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Accounting from Incomplete Records, Advantages and Disadvantages of Single Entry and Double Entry System and The Differences Between the Two, Preparation of Accounts, And Ascertainment of Profit from Incomplete Records, Accounting Treatment as Per The Statement of Affairs Method And Calculation Of Missing Figures.

### UNIT- IV:

**Financial Analysis-I:** Statement Of Changes In Working Capital, Funds From Operations, Paid Cost And Unpaid Costs. Distinction Between Cash Profits And Book Profits. Preparation And Analysis Of Cash Flow Statement And Funds Flow Statement.

### UNIT- V:

**Financial Analysis-II:** Analysis And Interpretation Of Financial Statements, Horizontal Analysis And Vertical Analysis Of Company, Financial Statements, Liquidity, Leverage, Solvency And Profitability Ratios – Du Pont Chart –Accounting Standards issued By ICAI- Focus On Importance Of Standards To Give A General View On Financial Accounting Practices, International Financial Reporting Standards (IFRS).

**Course Outcome:** Students will be able to understand a) Principles of Accounting, Accounting Process b) Inventory Valuation c) Preparation, Analysis and Interpretation of Financial Statements.



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**TEXTBOOKS:**

1. Dhanesh K.Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi,2015.
2. S.N.Maheswari,S.K.Maheshwari,FinancialAccounting,5e,VikasPublishingHouse,2013.
3. V. Rajasekharan, R. Lalitha , Financial Accounting & Analysis, Pearson Education, New Delhi,2015
4. Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi,2014.
5. Seema Srivastava, Financial Accounting, Jawaharlal, S. Chand,2014.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**STATISTICS FOR MANAGEMENT**

**Course Objective:** To understand the basic statistical tools for analysis & interpretation of qualitative & quantitative data.

**UNIT – I:**

**Introduction to Statistics** – Functions Of Statistics And Managerial Applications Of Statistics, Relationship With Other Subjects. Measures Of Central Tendency- Mean, Median, Mode, Geometric Mean And Harmonic Mean.

**UNIT – II:**

**Measures of Dispersion** - Range, Quartile Deviation, Mean Deviation, Standard Deviation And Co- Efficient Of Variation. Skewness : Karl Pearson's Co-Efficient Of Skewness, Bowley's Co-Efficient Of Skewness, Kelleys Co-Efficient Of Skewness, Kurtosis.

**UNIT – III:**

- a) **Tabulation** Of Univariate, Bivariate And Multivariate Data, Data Classification And Tabulation, Diagrammatic And Graphical Representation Of Data. One Dimensional, Two Dimensional And Three Dimensional Diagrams And Graphs
- b) **Small Sample Tests**- T-Distribution-Properties And Applications, Testing For One And Two Means, Paired T-Test.

**UNIT – IV:**

- a) **Analysis Of Variance** -One Way And Two Way ANOVA (With And Without Interaction). Chi-Square Distribution: Test For A Specified Population Variance, Test For Goodness Of Fit, Test For Independence Of Attributes.
- b) **Correlation Analysis**-Scatter Diagram, Positive And Negative Correlation, Limits For Coefficient Of Correlation, Karl Pearson's Coefficient Of Correlation, Spearman's Rank Correlation, Concept Of Multiple And Partial Correlation, Regression Analysis-Concept, Least Square Fit Of A Linear Regression, Two Lines Of Regression, Properties Of Regression Coefficients.

**UNIT – V:**

**Time Series Analysis**-Components, Models Of Time Series–Additive, Multiplicative And Mixed Models; Trend Analysis-Free Hand Curve, Semi Averages, Moving Averages, Least Square Methods And Index Numbers – Introduction, Characteristics And Uses Of Index Numbers, Types Of Index Numbers, Unweighted Price Indexes, Weighted Price Indexes, Tests Of Adequacy And Consumer Price Indexes.

**Course Outcomes:** Students will be able to understand a) Conceptual overview of Statistics b) To apply, analyze various simple & advanced statistical tools c) To interpret data through statistical tools.

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**TEXTBOOKS:**

1. P.C. Tulsian, Bharat Jhunjnuwala, Business Statistics, S. Chand,2016.
2. Levin R.I., Rubin S. David, Statistics for Management, 7e Pearson,2015.
3. Anderson,Sweeney,Williams,Camm,Cochran,StatisticsforBusinessEconomics,Cengage 12e,2014.
4. J. K Sharma, Business Statistics, 4e, Vikas Publishing House,2015.
5. Beri, Business Statistics, 1e, Tata McGraw Hill,2015.
6. Gupta S.C., Fundamentals of Statistics, 6e, Himalaya Publishing House,2015.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**BUSINESS LAW AND BUSINESS ENVIRONMENT**

**Course Objective:** To understand the Legal and Regulatory Framework for doing business in India.

**UNIT – I:**

**Companies Act, 2013:** Steps And Procedure For Incorporation Of The Company, Appointment Of Directors, Powers, Duties, & Liabilities Of Directors, Company Meetings, Resolutions, Winding-Up Of A Company.

**UNIT –II:**

**Law of Contract:** Nature Of Contract And Essential Elements Of Valid Contract, Offer And Acceptance, Consideration, Capacity To Contract And Free Consent, Legality Of Object. Unlawful And Illegal Agreements, Contingent Contracts, Performance And Discharge Of Contracts, Remedies For Breach Of Contract. Contracts-II: Indemnity And Guarantee, Contract Of Agency, Sale Of Goods Act -1930: General Principles, Conditions & Warranties, Performance Of Contract Of Sale.

**UNIT – III:**

**Negotiable Instruments Act - 1881:** Negotiable Instruments- Promissory Note, Bills Of Exchange, & Cheque, And Their Definitions And Characteristics, Types Of Endorsements, Holder- Holder In Due Course, Discharge Of Parties. Introduction To Goods And Services Tax (GST).

**UNIT – IV:**

**Cyber Crime:** The Legal Landscape - Need For Cyber Laws In The Indian Context - The Indian IT Act- Challenges To Indian Law And Cyber Crime Scenario In Indian – Issues And Challenges In Cyber Crime.

**UNIT – V: Introduction to Business Environment:** Macro Economic Analysis (PESTEL MODEL); Industrial Policy Of 1991 And Recent Developments, Fiscal Policy, Monetary Policy, Foreign Direct Investment In India ,Export - Import Policy, Balance Of Payments, Structure, Components, Equilibrium, Causes Of Dis- Equilibrium, Correction Measures.

**Course Outcome:** Students will be able to understand a) Business Laws related to incorporating a company b) Importance of Ethics in Business c) Cyber Crime and Legal Aspects.

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**TEXTBOOKS:**

1. Ravinder Kumar, Legal Aspects of Business, 4e,Cengage Learning,2016.
2. P.P.S.Gogna, Company Law, S.Chand, 2016.
3. RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand,2016.
4. Akhileshwar Pathak , Legal Aspects of Business, Tata McGraw Hill, 3e,2011.
5. Nina Godbole & Sunit Belapure, Cyber Security, Wiley India,2012.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**INDIAN ETHOS AND VALUES**

**Course Objectives:**

The course enables the students

1. To understand the need for business ethics to ensure sustained business stability.

**UNIT-I**

**Introduction to Indian Ethos:** History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible and Quran.

**UNIT-II Understanding Values in Business:** Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management- Meditation for mental health, Yoga.

**UNIT-III**

**Contemporary Approaches to Indian Ethos:** Contemporary Approaches to Leadership- Joint Hindu Family Business- Leadership Qualities of Karta, Indian Systems of Learning - Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers - Nishkama Karma-Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership.

**UNIT-IV**

**Understanding the Ethical Needs:** Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD).

**UNIT-V**

**Ethical Culture in Organization:** Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics.

**Outcomes:**

At the end of this course, students will be able to

1. Understand Indian ethos and business ethics.
2. Understand responsible business living in harmony with society.
3. Grasp the important issues related to corporate governance.

**Text Books**

1. Chakraborty S.K., “Management Transformation by Values”, New Delhi, Sage Publication, 1990.
2. Chakraborty, S.K., Ethics in Management - Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
3. Fernando A.C., Business Ethics: An Indian Perspective, Pearson, 2009.
4. Kautilya’s Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
5. Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.
6. Narayana G., “The Responsible Leader: A Journey through Gita”, Ahmedabad, AMA 2000.
7. Velasquez, Business Ethics, Concepts & Cases, 6th edition, PHI, 2009.

**Course Objective:** To understand the importance of oral and written communication and its applications in Business.

**UNIT - I:**

**Introduction:** Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.

**UNIT - II:**

**Developing Business Writing Skills:** Importance of Writing Business Communication, Process of Writing, Process of Revision, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Business Memos.

**UNIT - III:**

**Business Reports and Proposals:** Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal.

**UNIT - IV:**

**Oral and Employment Communication:** The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, preparing for the job interview, Practicing Business etiquettes.

**UNIT - V:**

**Contemporary Aspects in Communication:** Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.

**Course Outcome:** Students will be able to understand a) the importance of Communication in Business b) to develop writing skills and presentation c) writing



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business proposals and letters d) application of business communication in the self-development process.

**TEXTBOOKS:**

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
3. Stephen Bailey, Academic Writing for International Students of Business, Routledge, 2013.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011.

## COMPANY ANALYSIS-SEMINAR

L T P C  
0 0 2 1

### Course Objectives

Aims to show annual reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

### Course Description

This course is intended to expose students to the financial statements of companies in a number of different industries. Students should be able to apply what they learn about financial statements to analyze the financial statements of companies. The focus is on the basics of reading, analyzing financial statements in order to interpret the accurate financial status of selected company

### Course outcomes:-

Upon completion of this course, the student will be able to:

- Locate financial information to analyze companies
- Classify accounts in the income statement, balance sheet and cash flow statement
- Determine profitability, solvency, and liquidity position of firms.
- Understand how managers' decisions affect the financial statements
- Analyze a company's financial health using ratio analysis.

**Refer Financial Accounting and Analysis and Financial Management subject text books**

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**  
**SEMESTER II**  
**HUMAN RESOURCE MANAGEMENT**

L T P C  
4 0 0 4

**Course Objective:** To understand various functions of HRM and able to manage the human resources of any organization effectively.

**UNIT - I:**

**Introduction of HRM:** Introduction to HRM – Line Managers – HR Role and Responsibilities – New Approaches to Organizing HR–Globalization & Competition Trends – Technological Trends – Trends in Nature of Work –Work force and Demographic Trends–Economic Challenges– High Performance Work System’s – Labour Legislation in India – Equal Employment Opportunity – HR Score Card developed. Human Resource InformationSystem.

**UNIT - II:**

**Recruitment and Selection:** Basics of Job Analysis and Talent Management process – Methods for Collecting Job Analysis Information – Job Descriptions and Specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation,

HR Planning – Recruitment & Selection Process – Planning & Forecasting of Human Resources – Sources of Recruitment – Recruitment on Diverse Work Force – Employee Testing and Selection – Basic types of Interviews – Errors in Interviews

**UNIT - III:**

**Training and Developing and Performance Management** – Importance of Training and Development – Training process - Analysing Training needs & Designing the program – Implementation of Training Programmes – Training methods – Management Development Process – Evaluation of Training and Development Programmes.

**Performance Management** - Concept of Performance management and appraisal, the Performance Appraisal process, Techniques for Performance Appraisal – Career Management.

**UNIT - IV:**

**Compensation and Employee welfare** – Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance based pay -Benefits – Insurance – Retirement Benefits – Employee Welfare facilities. Salient features of Workmen Compensation Act & Minimum Wages Act.

**UNIT - V:**

**Employee Relations**–LabourMovement –CollectiveBargainingProcess–Grievances–Grievances Handling Procedure – Employee Separation – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – FactoriesAct.

**Course Outcome:** Students will be able to understand a) Basic HR concepts b) process of recruitment and selection, c) Learning and development d) Performance Management

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and Compensation e) Employee retention strategies f) importance of employee welfare and grievances.

**Text Books:**

- Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.
- Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
- Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
- K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011.
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2015.
- Nick Wilton, "An Introduction to Human Resource Management" Sage, 2012

## MARKETINGMANAGEMENT

L T P C

4 0 0 4

**Course Objective:** To understand the basic marketing concepts and its applications in markets.

**UNIT – I: Introduction to Marketing and Market Research:** Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research.

**UNIT – II: Analyzing Marketing Opportunities, Customer Value and Marketing Mix:** Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding.

**UNIT – III: Designing a Customer Driven Strategy:** Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies.

**UNIT-IV: Distribution Decisions, Promotion & Communication Strategies:** Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication-communication process, communication promotion mix, factors affecting the promotion mix.

**UNIT – V: Pricing Decisions & Personal Communication:** Importance of price, cost determinant of price, mark-up pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing,

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postmodern marketing, market sustainability and ethics, Global marketing, green marketing.

**Course Outcome:** Students will be able to understand a) concepts of marketing management b) to analyze markets and design customer driven strategies c) to communicate the decisions towards business development with superior customer value.

**Text Books:**

- Philip Kotler, Gray Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
- Lamb, Hair, Sharma, McDaniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
- Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
- Arun Kumar & N. Meenakshi, Marketing Management, Vikas, 2012
- Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.
- Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

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## VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)

### CORPORATE FINANCE

L T P C

4 0 0 4

**The students need Discounting Table and Annuity tables for the examination.**

**Course Objective:** To understand the basic decisions taken by a finance manager in a Corporate. FM helps in understanding the use of resources efficiently, effectively and economically.

**UNIT- I: The Finance Function:** Nature and Scope; Evolution of finance function—Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

**UNIT - II: The Investment Decision:** Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost Of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**UNIT- III: Capital Structure and Dividend Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

**Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy - dividends and valuation of the firm - the basic models – forms of dividend. Declaration and payment of dividends. Bonus shares, Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. Dividends and valuation; Major theories centered on the works of Gordon, Walter and Lintner. A brief discussion on dividend policies of Indian companies.

**UNIT- IV: Working Capital Management and Finance:** Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of

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working capital, Financing of working capital through Bank finance and Trade Credit, regulation of bank finance.

**UNIT - V: Management of Current Assets:** Management of cash – Basic strategies for cash management, cash planning, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Management of receivables- Credit policy, credit evaluation of individual accounts, monitoring receivables, Management of inventory- Inventory management process, Inventory control systems, analysis of investment in inventory.

**Course Outcome:** Students will be able to understand a) Goals of financial function b) Investment criteria and decision process c) capital structure and Dividend Decisions d) Asset Liability management

**Text Books:**

- I M Pandey, Financial Management, 11 e, Vikas Publications ,2015.
- M.Y Khan, P K Jain, Financial Management-Text and Problems, TMH,2015.
- James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, NewDelhi.
- Eugene F.Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
- Arindam Banerjee, Financial Management, Oxford Publications,2016.
- RajeshKothari,FinancialManagementAcontemporaryApproach,Sagepublications,2017.



**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)  
MANAGEMENT INFORMATION SYSTEM & ERP**

L T P C  
4 0 0 4

**Course objective:** The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

**Unit-I:Introduction:**MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

**Unit-II:Business Applications of Information Systems:** E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

**Unit-III:Management of IS:**Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

**Unit-IV:Building of Information Systems:**System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

**Unit-V:Introduction to Cyber Crime:**Cyber Crime Definition and origin of the word, cybercrime and information security, who are cyber criminals? Classification of cyber Criminals-Legal Perspectives-Indian Perspectives-Cybercrimes and Indian ITA 2000, Global perspective on cybercrime-Cybercrime era. (Refer: Nina Godbole et al).

**Course Outcome:** After going through the subject and other references, by the end of this course the students will understand the MIS concepts and its applications,

**TEXT BOOK**

- D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition,2010.
- Laudon & Laudon, Management Information Systems, Pearson,2015
- Nina Godbole & Sunit Belapure “CyberSecurity” Wiley India2012.
- Jawadekar, MIS Text and Cases, TMH,2012.
- A K Gupta, Sharma “Management of Systems” Macmillan,2012.
- Kelkar, Management Information Systems, PHI,2012.

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**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

L T P C  
4 0 0 4

**Course Objective:** To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**UNIT - I:**

**Introduction to Operations Research:** Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

**UNIT - II:**

**Linear Programming Method:** Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP.

**Transportation Problem:** Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogels approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand, Degeneracy and its resolution.

**UNIT - III:**

**Assignment Model:** Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem.

**UNIT- IV:**

**Decision Theory:** Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.

Network Analysis – Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing.

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**UNIT - V:**

**Queuing Theory:** Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

**Course Outcome:** Students will be able to understand a) The course covers origin and application of OR, b) Linear Programming Method, c) Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

**Text Books:**

- S. D. Sharma, Operations Research, Kedarnath Ramnath and Company,2008.
- R. Pannerselvam, Operations Research, Prentice Hall International , 3e,2012
- J. K. Sharma, Operations Research: Theory and applications, 5e, Macmillian,2013.
- Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning,2013.
- Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson,2013.
- Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand ,2012.

## ENTREPRENEURSHIP

L T P C  
4 0 0 4

**Course Objective:** To make students understand the Entrepreneurial process and also inspire them to be Entrepreneurs.

**UNIT - I: Understanding Entrepreneurial Mind-set-** The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.

**UNIT - II: The individual entrepreneurial mind-set and Personality-** The entrepreneurial journey- Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies.

Corporate Entrepreneurial Mind-set, the nature of corporate entrepreneur-conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

**UNIT - III: Launching Entrepreneurial Ventures** - opportunities identification-Finding gaps in the marketplace–techniquesforgeneratingideas-entrepreneurialImaginationandCreativity-thenature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages ofFranchising.

**UNIT - IV: Legal challenges of Entrepreneurship** - Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

**UNIT - V: Strategic perspectives in entrepreneurship** - Strategic planning - Strategic actions- strategic positioning- Business stabilization - Building the adaptive firms -

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Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures.

Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

**Course Outcomes:** Students will be able to understand a) mind-set of the entrepreneurs, b) identify ventures for launching, c) develop an idea on the legal framework and d) strategic perspectives in entrepreneurship.

**Text Books:**

- D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
- Bruce R. Barringer/R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
- S.S. Khanka, Entrepreneurship Development, S. Chand Publications, 2015.
- Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
- Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012.
- Nandan .H, Fundamentals of Entrepreneurship, PHI, 2013

**Course objective:** The course aims is to understand MS Excel for applying statistical tools learnt in RMSA.

**Syllabus - PART A**

**10. About EXCEL**

10.1 Introduction, Uses of Excel, New functions and features of excel 2007.

10.2 Getting started with excel: Opening a blank or new workbook, general organization.

10.3 Highlights and main functions: Home, Insert, page layout, formulas.

10.4 Highlights and main functions: Data, review, view, add-ins.

10.5 Using the Excel help function.

**11 General EXCEL Lessons**

11.1 Customizing the Quick Access Toolbar.

11.2 Creating and Using Templates.

11.3 Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.

11.4 Formatting Data and Using the Right Mouse Click.

11.5 Saving, Page Setup, and Printing.

11.6 Using Headers and Footers.

11.7 Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.

11.8 Data from External Sources.

11.9 Using and Formatting Tables.

11.10 Basic Formulas and Use of Functions.

11.10 Data Analysis Using Charts and Graphs.

11.11 Managing, Inserting, and Copying Worksheets.

11.12 Securing the Excel Document (Protect Cells and Workbook).

**7. ADVANCED EXCEL LESSONS**

Advanced Formulas and Functions.

Advanced Worksheet Features.

Advanced Data Analysis using PivotTables and Pivot Charts.

**PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL**

**IV** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

**V** t- test, F-test, ANOVA one-way classification, chi square test, independence of attributes.

**VI** Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

**Course Outcome:** The learning outcome is that the students should be able to:  
Analyse the data to draw inference for decision making.

Understand application of statistical measures of central tendency. Understand application of ANOVA.

Analyse trends

Test hypotheses

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#### **Text books & REFERENCES**

1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
2. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
3. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
4. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
5. Shelly, MS Office, 2007, Cengage, 2009.
6. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.

**Course Objectives**

Aims to study the growth and development carried out in different industries using the knowledge gained by the student in Business Environment and Entrepreneurship for the analysis of performance of the various industries in multiple dimensions.

**Course Description**

This course is intended to expose students to the Industry growth and performance of different industries. Students should be able to apply what they learn about Industrial analysis to examine the performance of selected companies under one industry.

(Student can choose any One Selected Industry from the Following)

**Agriculture** and allied fields like horticulture, food processing, animal husbandry, fishing, contract farming etc.

**Industry sectors:**

Textiles, chemicals, sugar, paper, machine tools, auto components, Engineering Products, pharmaceutical, biotechnology, semiconductor, hardware products, coal, Mining, consumer durables, FMCG etc.

**Service sectors :**

Information technology, hospitality, tourism, health care, banking, financial services, insurance, tourism, retail etc.

**Course outcomes:-**

Upon Completion of this course, the student will be able to study:-

- Pillars of Economic Development,
- Agriculture, Industry and Services; Performance, recent trends & future scenario of these sectors in Indian Economy
- Functions and processes, Internal and external influences
- Linkage with Manufacturing & Agriculture
- Michel.E.Porter Analysis (Five Force Model)
- LPG era,
- Economic reforms since 1991,
- Present status and performance



**SEMESTER III**  
**PRODUCTION AND OPERATIONS MANAGEMENT**

L T P C  
4 0 0 4

**Course Objective:** To understand the concepts of production and operations management in an organization and analytical methods.

**UNIT - I: Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing.

**UNIT - II: Product Design and Analysis:** New product development -its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design - Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis/Value Engineering–Value Analysis application, Value Engineering Procedure, Advantages and Application Areas. Ergonomic considerations in Product Design. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization.

**UNIT- III: Plant Location & Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems

**Plant Layout** - Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages, and limitations of Group Technology Layout, Layout Design Procedures.

**UNIT - IV: Scheduling:** Introduction, Johnson’s Algorithm, Extension of Johnson’s rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, Heuristic Procedures, Priority Dispatching Rules. Two Jobs And M Machines Scheduling. Quality Control Concepts

**UNIT - V: Materials Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model– Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

**Course Outcome:** Students will be able to understand a) Concepts of Operations management, b) Product & process design, analysis, c) Plant location and layout, d) Scheduling and Material Management.

**Text Books:**

- Panneerselvam, Production and Operations Management, PHI,2012.

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- K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House,2012
  - Jay Heizer, Barry Render, Operations Management, 11e,2016.
  - K. Boyer, Rohit Verma, Operations Management: Cengage Learning,2011
  - Ajay K. Garg, Production and Operations Management, TMH,2012
  - B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
  - Danny Samson “Operations Management: Integrated Approach” Cambridge,2012.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**BUSINESS RESEARCH METHODOLOGY**

**Course objective:** To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

**Unit-I:**

**Research Methodology:** Overview of Research Methodology-Research problems, Types of Research, Research Process-Ethics in business research-limitations of social science research. observation studies and research.

**Unit-II:**

**Design of Business research-** Research design an overview: Qualitative research Vs Quantitative Research, Types of research design, Validity of research design, Types of designs

**Unit-III:**

**Data Collection Methods & Tools**

Primary Data, Secondary Data, designing questionnaire and Schedule of questions, Relevant cases and exercises Sampling methods: Random, Non-Random Techniques, Tabulation, interpretation and analysis of data

**Unit-IV:**

**Measurement of scaling Techniques-** Introduction Objectives Qualitative Research Vs Quantitative measures, classification /types of measures characteristics/goodness of instruments/measurement of scales. Errors in measurement. Types of scales /Techniques Comparative And Non-Comparative Scaling Techniques guidelines for deciding scales.

**Unit-V:**

**Report writing & Bibliography:**

Introduction, Objectives, Format Of A Report, Classification Of The Sectors Of The Report, PowerPoint Presentations Of The Reports, Synopsis Vs Main Report, Footnotes, Importance Of Hypotheses And Objectives In Report Writing, Types Of Reports, Report Format, Cover Page, Preliminary Pages, Main Body, Appendices And Bibliography, Importance Of Excel And SPSS In Report Writing.

**Course Outcome:** Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA programme. They will be able to analyse the data statistically.

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**Text Books:**

- KrishnaSwamy,Sivakumar,Mathirajan-  
ManagementesearchMethodology,Pearson,2014
- R.Pannerselvam -Research Methodology-, PHI,2014
- T N Srivatsava, shailaja rego -Business researchMethods-TMH,2014
- Business research Methods -Donald R cooper, Pamela SSchindler
- William .G. Zikmund- Business ResearchMethods\_Thomson
- Business Research Methods-SL Gupta , HiteshGupta

**SEMESTER III  
SUMMER INTERNSHIP**

L T P C  
0 0 2 2

**Course Objective:** To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding Organizational dynamics.

**Approach to Summer Internship:**

Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework. The students in consultation with supervisor / mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the University.

The students can approach any business organizations / corporate of both public and private sectors, Government departments, Research organizations etc. for the summer internship. The students should do the internship during the summerbreak.

Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department for the Power point (PPT) presentation for evaluation along with Semester end examinations. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.

**Course Outcomes:** Students will be able to understand a) Management functions and Organizational structure b) organizational dynamics in terms of organizational behaviour, culture, climate c) Functional domain knowledge d) Processes and systems d) External and internal environment impact on the organization.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**IV SEMESTER  
STRATEGIC MANAGEMENT**

L T P C  
4 0 0 4

**Course Objective:** To provide a strategic orientation in conduct of the business.

**UNIT – I: Introduction** - Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

**UNIT – II: Tools and Techniques for Strategic Analysis** - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

**UNIT – III: Strategy Implementation:** Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

**UNIT – IV: Turnaround and Diversification Strategies:** Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

**UNIT – V: Strategy Evaluation and control** – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

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**Course Outcome:** Students will be able to understand a) Strategic management concepts b) Tools and Techniques for Strategic analysis c) Strategies for competing in globalised markets d) Strategy Evaluation and Control.

**Text books:**

- Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
- Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
- V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
- Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
- S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
- Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.

LOGISTICS & SUPPLY CHAIN MANAGEMENT

L T P C  
4 0 0 4

**Course Objective:** To understand the importance of Supply chain management in present Business context.

**UNIT – I:**

**Logistics and Competitive strategy:** Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services.

**UNIT – II:**

**Measuring logistics costs and Performance:** The concept of Total Cost analysis – Principles of logisticscosting–Logisticsandthebottom-line–ImpactofLogisticsonshareholder value-customer profitabilityanalysis–direct product profitability–costdriversandactivity-basedcosting.

**UNIT – III:**

**Logistics and Supply chain relationships:** Benchmarking the logistics process and SCM operations –Mapping the supply chain processes–Supplier and distributor benchmarking– setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

**UNIT – IV:**

**Sourcing, Transporting and Pricing Products:** Sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management.

**UNIT – V:**

**Managing global Logistics and global Supply Chains:** Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains - Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management

**Course Outcome:** Students will be able to understand a) growing importance of Supply Chain Management b) SCM Costs and Performance c) Benchmarking in SCM d) Sourcing and transportation e) Global aspects in SCM

**Text books:**



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- Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH,2011.
  - EdwardJBradi,JohnJ Coyle: “A LogisticsApproachtosupplyChainManagement,Cengage Learning, New Delhi, 2012.
  - Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi2013
  - Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi,2009
  - DeepakP,MiiindM.Oka:“SupplyChainManagement”EverestPublishingHouse,NewDelhi.
  - Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, New Delhi,

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**CONSUMER BEHAVIOR (Marketing Elective)**

**Course Objective:** To understand marketing decisions keeping in mind the consumer behaviour.

**UNIT - I:**

**Understanding Consumer Behaviour:** Defining consumer behaviour, need for Consumer Behaviour, Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**UNIT - II:**

**Environmental Influences on Consumer behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

**UNIT - III:**

**Consumer as an Individual:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

**UNIT - IV:**

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

**UNIT - V:**

**Consumerism and Ethics:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

**Course outcome:** Student should be able to

- a) understand consumer behaviour
- b) environmental influences on consumer behaviour,
- c) perception and attitude of consumers,
- d) consumer decision making e) marketing ethics towards consumers.

**Text books:**

- David I. Loudon and Albert J. Della Bitta, 4e, TMH, 2011.
- Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
- Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour- Science and Practice, Cengage Learning, 2012.
- S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 2013.
- Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 2015.

**(Marketing Elective)**

**Course Objective:** To facilitate the students about the concepts of Services Marketing through cases.

**UNIT- I:**

**Introduction to Services Marketing:** Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

**UNIT- II:**

**Focusing on Consumer:** Consumer Behaviour in services, Relevance of Consumer Behaviour, Consumer Expectations in service, Consumer Perceptions of service, Customer Satisfaction, Understanding Consumer Requirements-listening to customers through research, building customer relationships, Customer Feedback, Service Failure and Service Recovery – Recovery Strategies.

**UNIT- III:**

**Innovation and Quality:** Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards-factors, types, Physical Evidence–managing Physical Evidence and the Service escape – Designing Service escapes

**UNIT- IV:**

**Managing Service Operations:** Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee's roles in Service Delivery, Customer's roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

**UNIT- V:**

**Managing Service Promises:** Managing Distribution Channels in Service Industry – Strategies for Distribution, Managing People in Service Industry – Challenges, Pricing Strategies for Services – Methods, Promotion Strategies for Services-Need for Coordination in Marketing Communication, five categories of strategies to match service promises with delivery.

**Course Outcome:** Students will be to understand a) Marketing Management of companies offering Services b) Characteristics of services, c) to understand consumer behaviour in services, d) align service design and standards, e) delivering service, managing services promises.

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**Text books:**

- John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
- Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.
- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7<sup>th</sup> edition Pearson 2015
- Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 6e, 2013.
- Nimit Chowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
- Govind Apte: Services Marketing, Oxford Press, 2011.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**ADVERTISING AND SALES MANAGEMENT**

**L T P C**

**(Marketing Elective)**

**Course Objective:** To understand Advertising, Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel Institutions.

**UNIT – I:**

**Advertising:** Concept, Evolution, Promotion Mix, Importance, and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, Elements of a layout.

**UNIT – II:**

**Advertising Media:** Types of Media – Print, Electronic, Other Media – Merits and Demerits of each media, Media Planning – frequency, reach and outcome, Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

**UNIT – III:**

**Sales Management:** Importance, types of Selling, difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management - Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation.

**UNIT – IV:**

**Sales Promotion:** Concepts, need, objectives, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies - Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising, Ethical and legal aspects of sales promotion.

**UNIT– V:**

**Sales Distribution:** Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channel for consumer products, business and industrial products, alternative channel, Channels for Rural Markets, channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers, Managing Conflict

- reasons for Channel Conflicts, Managing International Channel of Distribution, Ethical

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issues in Sales and Distribution Management

**Course outcome:** Student will be able to understand the importance of Sales Management, Sales Planning and Budgeting and need for distribution channels and managing them.

**Text books:**

- Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
- Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
- Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
- K. Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.
- S. A. Chunawalla, Sales and Distribution Management, 3e, HPH, 2012

## INTERNATIONAL MARKETING

L T P C  
4 0 0 3

### (Marketing Elective)

**Course Objective:** To understand the Global Markets, formulation of Global Marketing Strategies and its Implementation.

#### UNIT – I:

**Introduction to International Marketing:** Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalisation – Reasons and Strategies.

#### UNIT – II:

**Global Environmental Drivers:** WTO and Globalization– Issues, Types-Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

#### UNIT – III:

**Global Customers:** Drivers of Global Consumers, Influences of the Global Consumer - Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.

#### UNIT – IV:

**Global Marketing:** Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

#### UNIT – V:

**Implementing Global marketing strategies:** Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.

**Course Objective:** Students will be to get deeper insight into a) the Global Marketing Management,

b) Environment of global markets, c) Assessing Global Market Opportunities, d)



**Text books:**

- Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
- Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, 2e, TMH, 2012
- Philip R. Cateora John L Graham Prashant Salwan, International Marketing - 13<sup>th</sup> edition, TMH-2011
- Svend Hollensen, Madhumita Benerjee-Global Marketing-4<sup>th</sup> Edition-Pearson-2010
- Rajagopal –International Marketing-2<sup>nd</sup> Edition –Vikas-2011
- P.K.Vasudeva, international Marketing-4<sup>th</sup> edition-ExcelBooks-2012
- Kiefer Lee, Steve Carter-Global Marketing Management-3<sup>rd</sup> edition-Oxford-2011

## DIGITAL MARKETING

L T P C  
4 0 0 3

### (Marketing Elective)

**Course Objective:** The objective of this course is to understand the importance of digital marketing and its applications.

**UNIT - I: Understanding Digital Marketing:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

**UNIT - II: Channels of Digital Marketing:** Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

**UNIT - III: Digital Marketing Plan:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

**UNIT - IV: Search Engine Marketing and Online Advertising:** Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

**UNIT - V: Social Media Marketing:** Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention.

Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

**Course Outcome:** Students will be understand a) the applications of digital marketing in the globalized market b) Channels of Digital Marketing c) digital marketing plan d)Search engine marketing e) Online Advertising

### Text books:

- Michael Miller, B2B Digital Marketing, 1e, Pearson,2014.

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- Vandana Ahuja, Digital marketing, Oxford University Press 2015
  - Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
  - Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
  - Richard Gay, Alan Charlesworth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
  - Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

## RETAILING MANAGEMENT

L T P C  
4 0 0 3

(Marketing Elective)

**Course objective:** To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

**Unit-I: Introduction to Retail Management-** Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

**Unit-II: Understanding Shoppers & Shopping -** Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

**Unit-III: Delivering Value through Retail Functions -** Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

**Unit-IV: Pricing & Supply Chain Management -** Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

**Unit-V: Retail Buying & Managing Retail Operations-**objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, buyer-responsibilities, merchandising & assortment plans- merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts fore-tailers.

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**Course outcome:** The students will learn the Modern Retailing Concepts and will be able to link it to cases to understand the present Retailing Trends.

The students will be able to understand shopping environment, retail formats, functions, retail operation and promotion.

**TEXT BOOK**

- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2<sup>nd</sup> Edition, Oxford,2012.
- Lusch, Dunne, Carver, Introduction to Retailing, 7<sup>th</sup> Edition, Cengage Learning,2015.
- **Suja Nair**, Retail Management, Himalaya Publication House,2012.
- **Aditya Prakash** Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition,2009.
- Swapna Pradhan, Retail Management-Text & Cases, TMH,2015.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand,2011.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

L T P C

4 0 0 3

(FINANCE ELECTIVE)

**Course Objective:** To understand the investment process, investment alternatives, Valuation of debt and equity.

**UNIT - I:**

**Introduction to Investment** - Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment – Securities Market of India,– Securities Trading, and Settlement – Types of Orders - Margin Trading.

**UNIT - II:**

**Portfolio Analysis:** Risk and return Analysis - Markowitz Portfolio Theory, Mean-variance approach, portfolio selection - efficient portfolios, Single Index model - Capital Asset pricing model, Arbitrage Pricing Theory.

**UNIT - III:**

**Bond Valuation:** Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Realised Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bondconvexity.

**UNIT - IV:**

**Equity Valuation:** a) Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques–Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach.

b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

**UNIT - V:**

**a) Derivatives:** Overview of Indian derivatives Markets, Option, Forward, Future & swaps markets,

**b) Performance Evaluation:** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition. Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan

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**Course Outcome:** Students will be able to understand a) Indian Investment Environment  
b) Portfolio Analysis c) Bond valuation and management d) Equity valuation of Cash  
market and derivatives e) Performance evaluation of Portfolios.

**TEXT BOOKS:**

- William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
- ZVI Bodie, Alex Kane, Alan J Marcus, Investments, TMH,
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson,
- Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
- Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
- Prasanna Chandra: Investment analysis and Portfolio Management” 4<sup>th</sup> Edition, TMH, 2013.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)  
FINANCIAL INSTITUTIONS, MARKETS, AND SERVICES**

L T P C  
4 0 0 3

**(FINANCE ELECTIVE)**

**Course Objective:** To give an understanding about Indian Financial system with respect to Markets, Institutions, and Services.

**UNIT – I:**

**Introduction:** The structure of Indian financial system; Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development ; Financial Sector reforms after 1991 – Recent Developments of Indian Financial System.

**Regulatory and Promotional Institutions:** Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs .

**UNIT - II:**

**Banking and Non Banking Institutions:** Commercial banks – Growth and structure of commercial Banks- competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations- e-banking- Risk Management in Banking. Co-operative banks- Features, Structure and Growth, Government initiatives to strengthen the co-operative banks.

**Non-banking financial Institutions:** Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of Public and Private Sector insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector in India.

**UNIT - III:**

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets. Role and functions of Clearing Corporation of India Ltd.



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**UNIT - IV:**

**Asset /Fund Based Financial Services** – Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit , Factoring and Forfeiting , Housing finance, Venture capital financing.

**UNIT - V:**

**Fee-based / Advisory services:** Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL

**Course Outcome:** Students will be able to understand a) Introduction to Indian Financial system b) Banking and Non Banking Institutions c) Financial and Securities markets d) Fund and Fee based services

**TEXT BOOKS:**

- L. M. Bhole: Financial Institutions and Markets, TMH,2012.
- M. Y. Khan: Financial Services, TMH, 2012.
- S. Gurusamy: Financial Services and System, Cengage,2012
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson,2012.
- Frank. J. Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson,2012

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**STRATEGIC MANAGEMENT ACCOUNTING**

L T P C

4 0 0 3

**Course Objective:** To understand the components of product cost, their calculation methods, and their control.

**UNIT - I**

**Introduction to Management Accounting, Cost analysis and Control:** Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs.

Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. Activity based costing.

**UNIT - II:**

**Costing for Specific Industries:** Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

**UNIT - III:**

**Marginal Costing I:** Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

**UNIT - IV:**

**Marginal Costing II:** Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

**UNIT - V:**

**Budgetary Control:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit.

**Standard Costing:** Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.

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**Course Outcome:** Students will be able to understand a) Fundamentals of Management accounting and Cost accounting b) Cost analysis c) Marginal costing d) Budget and Budgetary controls.

**TEXT BOOKS:**

- HansenMowen, CostandManagementAccounting&Control, ThompsonPublications2012
- S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi,2006.
- M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e,2007.
- JamesJiambalvo, ManagerialAccounting, JohnWiley&Sons, Inc. NewDelhi, 2007.
- Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
- Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006

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**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**INTERNATIONAL FINANCIAL MANAGEMENT**

L T P C  
4 0 0 3

(FINANCE ELECTIVE)

**Course Objective:** To give an understanding about MNC Financial Management, Balance of Payments and Forex markets.

**UNIT - I:**

**Introduction:** An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.

**UNIT - II:**

**International Flow of Funds:** Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BOP Trends.

**International Monetary System:** Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**UNIT - III:**

**Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stockmarket.

**UNIT - IV:**

**(a) Exchange Rates:** Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

**(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity, Expectationstheory**

**UNIT - V:**

**Asset–liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management.

International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

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**Course Outcome:** Students will be able to understand a) International Financial Management b) Balance of Payments c) Foreign Exchange Markets d) Asset and liability Management.

**TEXT BOOKS:**

- Jeff Madura, International Corporate Management, Cengage,2012.
- Alan C. Shapiro, Multinational Financial Management, John Wiley,2012
- S. Eun Choel and Risnick Bruce: International Financial Management, TMH,2012
- Sharan. V, International Financial Management 5e, PHI,2012
- P. G. Apte, International Financial Management, TMH2012.
- Madhu Vij: International Financial Management, Excel,2012.

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**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**STRATEGIC INVESTMENT AND FINANCING DECISIONS**

L T P C

4 0 0 3

(FINANCE ELECTIVE)

**Course Objective:** To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization.

**UNIT - I:**

**Investment decisions under conditions of Risk and uncertainty:** Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects.

**UNIT - II:**

**Types of Investments and disinvestments:** Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

**UNIT - III:**

**Critical analysis of appraisal techniques:** Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**UNIT - IV:**

**Strategic Analysis of selected investment decisions:** Lease Financing, Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

**UNIT - V:**

**Financing Decisions:** Mergers and Acquisitions - need, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers , Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

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**Course Outcome:** Students will be able to understand a) Investment Decisions in Risk and uncertainty b) Strategic investment decisions c) Investment Appraisal Techniques d) Financing Decisions

**TEXT BOOKS:**

- Ravi M Kishore “Strategic Financial Management, Taxman2012.
- Prasanna Chandra: Financial Management, 8/e, TMH,2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH,2012
- I. M. Pandey: Financial Management, Vikas2012.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage,2012.
- MY Khan and PK Jain: Financial Management: Text, Problems &Cases, TMH,2012.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**  
**FINANCIAL DERIVATIVES**

L T P C

**(Finance Elective)**

**Course objective:** To give an understanding about the derivatives in stock, commodity and Forex markets.

**Unit-I**

**Introduction to Derivatives** – Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

**Unit-II**

**Future and Forward Market** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

**Unit-III**

**(a) Options** – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

**(b) Basic Option Strategies**, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

**Unit-IV**

**Commodity Market Derivatives-** Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer : M.Ranganatham & R.Madhumathi)

**Unit-V**

**Swaps** – Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

**Course Outcome:** The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc.

**Text books:**

- **John C Hull: Options, Futures and other derivatives, Pearson,2012.**
- Robert A Strong: Derivatives – An Introduction, Thomson,2012
- Gupta: Financial Derivatives, PHI2012
- Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford.2012
- Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage.2012.
- Sundaram Das, Derivatives – Principles and Practice, McGraw Hill,2012.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**



## PERFORMANCE MANAGEMENT SYSTEMS

L T P C  
4 0 0 3

(HR Elective)

**Course Objective:** To understand about performance management and reward system and communicating to enhance employee performance.

### UNIT - I:

**Performance Management:** Scope and Significance - Advantages of Performance Management - Organizational Structure - Impact of Organizational structure and Operational Problems Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.

### UNIT - II:

**Communication of Performance Expectations:** Job Description - Defining Performance and Choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators– managing Metrics- Ownership and Responsibility.

### UNIT - III:

**Performance Management and Employee Development:** Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

### UNIT - IV:

**Reward Systems and Legal Issues:** Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management.

### UNIT - V:

**Relevant Performance related concepts:** Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis, High Performance Work Teams, Steps for Building High Performance Work Teams, Reward Practices in World- Class Organizations.

**Course Outcome:** Students will be able to understand a) Significance of Performance Management

b) Communication of Performance Management c) Performance Management and

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Development of Employees d) Reward System, e) other performance related concepts.

**Text books:**

- Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning 2013.
- Herman Aguinis, Performance management, 3e, Pearson, 2014.
- A S Kohli, T. Deb, Performance Management, Oxford Higher Education, 2012.
- Prem Chadha, Performance Management, Macmillan, 2012.
- Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2010.
- Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**MANAGEMENT OF INDUSTRIAL RELATIONS**

**(HR Elective)**

**Course objective:** To understand of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.

**UNIT -I:**

**Industrial Relations:** Economy and the Labour Force in India –

Approaches to Industrial Relations – Industrial Relations in Comparative Framework – Management and Employer organizations – Introduction – origin and growth. Trade Unions- Introduction-Definition and objectives-growth and structure of Trade Unions in India-Trade Unions Act, 1926 and Legal Framework-Union recognition- Union Problems- Non-Union firms –Management of Trade Unions in India.

**UNIT – II:**

**Collective Bargaining:** Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the Labour - management relations in the post-liberalised India- Changes in the legal framework of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security – Negotiating techniques and skills –drafting of an agreement.

**UNIT - III:**

**Tripartism and Social Dialogue:** Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.

**UNIT - IV:**

**Labour Legislation-I**–Factories Act, 1948, Workmen’s Compensation Act, 1923, ESI Act, 1948-The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.

**UNIT -V:**

**Labour Legislation II:** Industrial Disputes Act, 1948 - Grievance Handling Employee Grievances – Causes of Grievances–Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India- Employee Participation - Quality of Work Life- Managing good industrial relations.

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**Course Outcomes:** Students will be able to understand a) importance of Industrial Relations b) Collective Bargaining Mechanism c) Parties and role in Industrial Relations d) Labour Legislation aspects.

**Text books:**

- CS Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.
- Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009
- Arun Monappa: Industrial Relations, TMH, 2009
- Tapamoy Deb: Managing Human Resources & Industrial Relations, Excel, 2009
- B D Singh: Industrial Relations & Labour Laws, Excel, 2009.
- Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.
- P.K. Padhi: Labour and Industrial Laws, PHI, 2009.

## LEARNING AND DEVELOPMENT

L T P C

4 0 0 3

(HR Elective)

**Course Objective:** To understand the concept of Learning with emphasis on training and Development and its role in organizational Development.

### UNIT - I:

**Introduction to Learning:** Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning Theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

### UNIT – II:

**Training Strategy and Designing Training:** The evolution of Training's Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.

### UNIT- III:

**Training methods** - Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.

### UNIT – IV:

**Development:** Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company's strategies for providing development, e-learning and employee development. Electronic MDPs.

### UNIT - V:

**Contemporary issues in Training and Development:** Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

**Course Outcome:** Students will be able to understand a) the importance of Learning performance b) Training and Development c) Training Need Analysis d) Training Methods

**Text books:**

- 
- Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 2012.
  - Rolf Lynton, Uday Pareek, Training for Development, Sage,2012.
  - P.NickBlanchard,JamesW.Thacker,A.AnandRam,EffectiveTraining,4e,Pearson,2012.
  - Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley, 2014
  - G. Pandu Naik, Training and Development, Excel Books,2011.
  - Steve W. J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge,2010.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**L T P C**

**(HR Elective)**

**Course Objective:** To understand the growing significance of international Human Relations management in the context of Global workforce.

**UNIT - I:**

**Introduction and Overview-** Global Market Context-Key Perspective in Global Workforce Management - **Cultural Foundations of International Human resource Management-** Understanding culture-Major models of National Culture- final Caveats on Culture and Global Workforce Management- **Changes and challenges in the Global Labor Market-** Globalization- Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges

**UNIT- II:**

**The key role on International HRM in Successful MNC Strategy-**Knowledge Transfer-Global Leadership training and Development-Strategic Control Needs-Competitive strategy of Multinational Corporations-Structuring for Optimal Global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development.

**UNIT- III:**

**Global Human Resource Planning** – From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting Global Strategy work demand HR planning for the Long Term-**Global Staffing:** General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.

**UNIT - IV:**

**Global Workforce Training and Development:** Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding Global Training and Development- Training imperative for the global workforce- **Managing International Assignments-** Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

**UNIT - V:**

**Global workforce performance Management:** Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- **Compensation for a Global workforce-**

Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's – **Global Employee Relations**- current ER Issues- Influence of MNC's and Union on Global ER.

**Course Outcomes:** Students will be to understand a) Cultural aspects of IHRM b) Role of IHRM in Successful MNC c) Global human Resource Planning d) Training and development of Global employees e) Performance Management of Global employees.

**Text books:**

- Charles M Vance and Yongsunpaik, Managing Global Work force, PHI,2009.
- Mark E.Mendenhall, Gary R.Oddou, Gunter K.Stahl, Reading and Cases in International Human Resource Management, Routledge, Fourth Edition,2007.
- TonyEdwardsandChrisRees:InternationalHumanResourceManagement,Pearson,2009.
- Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books,2007.
- Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, Thomson,2008.
- K. Ashwathappa, Sadhna Dash, International Human Resource Management, Tata Mc Graw Hill,2008.
- S.K. Bhatia,InternationalHumanResourceManagement,Deep&DeepPublications,2005

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)  
COMPENSATION & REWARD MANAGEMENT**

L T P C  
4 0 0 3



**Course objective:** It enables the student understand the concepts issues and challenges of compensation and reward management.

**Unit-I:**

The Pay Model Strategy: The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures.

**Unit-II:**

Defining Competitiveness, Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans.

**Unit-III:**

Performance Appraisals, Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits.

**Unit-IV:**

Compensation of Special Groups, Union role in wage and Salary administration. International pay systems.

**Unit-V:**

Government and legal issues in compensation Public sector pay Management: Making it work.

**Course Outcome:** The student understands how to design the compensation for various levels of jobs in the organization, designing the compensation for special groups. Government and legal issues in compensation design.

**TEXT BOOK:**

- **George T Milkovich, Jerry M Newman, C S Venkata Ratnam”TMH,2015.**
- B D Singh “Compensation and Reward Management” Excelbooks,2012
- Joseph J.Martocchio “Strategic Compensation” Pearson,2012.
- Kanchan Bhatia “Compensation Management” Himalaya,2012.
- Henderson “Compensation Management in a Knowledge Based World” 3e, Pearson,2012.
- Michale Armstrong” Employee Reward” University Press,2012.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**TALENT AND KNOWLEDGE MANAGEMENT**

**L T P C**

**(HR Elective)**

**Course Objective:** To understand the importance of nurturing talent and managing knowledge in the organization.

**UNIT – I:**

**Talent Management:** Meaning, importance, Evolution, Talent Management System, Talent Reservoir-Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, PotentialForecast.

**UNIT – II:**

**Succession and Career Planning:** Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action-Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies.

**UNIT – III:**

**Knowledge Management:** Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

**UNIT – IV:**

**Nature of Knowledge:** Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

**UNIT – V:**

**Knowledge Management Solutions:** Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl's Seven Schools of Knowledge Management, Alverson and Karreman's knowledge management, Knowledge Management Infrastructure, Organizational Impacts of Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

**Course Outcomes:** Students will be able to understand a) Talent Management Process b) Succession and career planning approaches c) Knowledge management aspects d) Knowledge management assessment and solutions

**Text books:**

- Lance A Berger, DorothyR Berger, The Talent Management Handbook, 2e, TMH, 2008
- Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson,2009
- Sudhir Warier, Knowledge Management, Vikas,2004.
- Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications,2009.
- Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley,2010.
- Hugh Scullion, David G. Collings, Global Talent Management, Routledge,2011

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**ELECTIVESUBJECTSFORENTREPRENEURSHIP**

## STARTUP MANAGEMENT

L T P C

4 0 0 3

**Course Objective:** To understand New venture creation opportunities, its resources, and requirements for Enterprise Startup.

### UNIT - I:

**Startup opportunities:** The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The start up Economy – The Six Forces of Change – The Start up Equation-The Entrepreneurial Ecosystem–Entrepreneurship in India. GovernmentInitiatives.

### UNIT - II:

**Startup Capital Requirements and Legal Environment:** Identifying Start up capital Resource requirements – estimating Start up cash requirements- Develop financial assumptions-Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for newventures.

### UNIT - III:

**Startup Financial Issues:** Feasibility Analysis - The cost and process of raising capital - Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

### UNIT - IV:

**Startup Survival and Growth:** Stages of growth in a new venture- Growing with the market – Growing with in the industry-Venture life patterns-Reasons for new venture failures- Scaling Ventures –preparing for change-Leadership succession. Support for growth and sustainability of the venture.

### UNIT - V:

**Planning for Harvest and Exit:** Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

**Course Outcomes:** Students will be able to understand a) Startup opportunities b) Legal and other requirements for new ventures c) Financial Issues of startups d) Sustainability and growth of start-ups e) Exit strategies

### Text books:

- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach,

- Cengage Learning,2016.
- Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International,2010.
  - S. R. Bhowmik &M. Bhowmik, Entrepreneurship, New Age International,2007.
  - Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd,2016.
  - Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge,2017.
  - Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge,2009.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**MSME MANAGEMENT**

L T P C  
4 0 0 3

**Course Objective:** To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

**UNIT - I:**

**Introduction for Small and Medium Entrepreneurship (SME):** Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

**UNIT - II:**

**Setting of SMEs':** Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

**UNIT - III:**

**Institutions supporting MSMEs:** –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

**UNIT - IV:**

**Management of MSME:** Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance

**UNIT - V:**

**Role of Government in promoting Entrepreneurship:** MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

**Course Outcomes:** Students will be able to understand a) Issues and Challenges in MSMEs b) Setting up of MSMEs c) Management of MSMEs d) Institution and Government support.

**Text books:**

- Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
- Poornima M Charanthimath, Entrepreneurship Development Small Business

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- Enterprises, Pearson,2006.
- Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers,2010.
  - Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications,2013.
  - Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEPPublications.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**FAMILY BUSINESS MANAGEMENT**

L T P C

4 0 0 3

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**Course Objective:** To understand the importance of family-owned businesses for achieving Competitive advantage in the market place.

**UNIT-I:Introduction to Family Business:** Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-UModel.

**UNIT - II: Ownership Challenges and Family Governance:** Shareholder Priorities – Managers vs Owners- Responsibilities of shareholders to the company-Effective Governance of the shareholder- firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on familyfirms.

**UNIT - III: Successor Development:** Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

**UNIT - IV: Strategic Planning and Transgenerational Entrepreneurship:** Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage - The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

**UNIT-V:TheFuture of Family Business:** New Leaders of the Evolution-Three states of evolution- Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

**Course Outcomes:** Students will be able to understand a) Perspectives in Family Business b) Ownership Challenge and Family Governance c) Successor Development strategies d) Strategic Planning and Transgenerational Entrepreneurship e) New Leaders of the Evolution and Change.

**Text books:**

- Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning,2015.



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- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall,2010
  - Sudipt Dutta, Family Business in India, Sage Publications,1997.
  - Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer,2015.
  - John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan,2011.
  - M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

## ENTREPRENEURIAL FINANCE

L T P C

4 0 0 3

**Course Objective:** To understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.

**UNIT - I: Finance for Entrepreneurs:** Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching-Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

**UNIT- II: Organizing and Operating the Venture:** Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break Even Analysis. Evaluating operating and financial performance using ratio analysis.

**UNIT - III: Financial Planning:** Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

**UNIT - IV: Venture Valuation:** Valuing Early Stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

**UNIT - V: Financing for the Growing Venture:** Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

**Course Outcomes:** Students will be able to understand a) Financing through venture life cycle b) Organizing and operating the enterprise c) Financial Planning of an enterprise d) Valuation of an enterprise e) Financing for growing enterprises.

**Text books:**

- Leach/ Melicher, Entrepreneurial Finance, 5e,2015.

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- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill,2014.
  - Douglas Cumming, Entrepreneurial Finance, Oxford University Press,2012.
  - M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley,2015.
  - Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson,2011.

## ENTREPRENEURIAL MARKETING

L T P C

4 0 0 3

**Course Objective:** To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

### UNIT – I:

**Introduction to Entrepreneurial Marketing** – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

### UNIT – II:

**Enterprise Growth:** Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

### UNIT – III:

**Growth Strategies and Models:** Growth Strategies – concept and forms, Internal, External, and Co- operative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

### UNIT– IV:

**Entrepreneurial Market Development Strategies:** Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

### UNIT – V:

**Entrepreneurial Marketing Tools:** Concept, Guerrilla Marketing, Ambush / Free ride Marketing. Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

**Course Outcomes:** Students will be able to understand a) Marketing mix of an enterprise b) Growth and marketing strategies c) Market Development strategies d) Contemporary issues in Entrepreneurial marketing.

### Text books:

- 
- EdwinJ.Nijssen,EntrepreneurialmarketingAnEffectual Approach2e,Routledge,2017.
  - Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers,2001.
  - Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
  - Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson,2004.
  - Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan,2016.
  - Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers,2011.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**CREATIVITY, INNOVATION AND ENTREPRENEURSHIP**

**L T P C**

**Course Objective:** To understand the creativity and innovations management aspects in an enterprise.

**UNIT - I:**

**The Creativity Phenomenon:** Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

**UNIT - II:**

**Mastering Creative Problem Solving:** Structuring of ill-defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

**UNIT - III:**

**Creative Intelligence:** Creative Intelligence abilities - A model of Creative Intelligence - Convergent thinking ability – Traits Congenial to creativity-Creative Personality and forms of creativity-Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creative Genic Environment.

**UNIT - IV:**

**Innovation Management:** Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

**UNIT - V:**

**Micro and Macro Perspectives of Innovation:** Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level- Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

**Course Outcome:** Students will be able to understand a) basics of Creativity b) Creative Problem solving c) Creative Intelligence d) Perspectives of Innovation

**Text books:**

- 
- PradipNKhandwalla,LifelongCreativity,AnUnendingQuest, Tata McGrawHill,2004.
  - VinnieJauhari,SudanshuBhushan,InnovationManagement,OxfordHigherEducation,2014.
  - InnovationManagement,C.S.G.Krishnamacharyulu,R.Lalitha,HimalayaPublishing House, 2010.
  - A.Dale Timpe, Creativity, Jaico Publishing House, 2003.
  - Brian Clegg, Paul Birch, Creativity, Kogan Page,2009.
  - P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan2009.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**PRE SUBMISSION OF PROJECT - SEMINAR**

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**Objective:** The final project work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating research methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the projectreport.

**Outcome of the process:**

The process of pre- submission seminar would enable the student to put across his work on the project for critical assessment and provide an opportunity to make any online corrections or incorporate suggestion for better and improvedwork.



## COMPREHENSIVE VIVA:

L T P C  
0 0 0 1

**Objective:** Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva *inter alia* will enable student to face any job interview and tests on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the subjects learnt in the entire programme ofMBA.

**Expected outcome:** - The following outcomes are expected after the student successfully completes the process of Comprehensive Viva.

1. Firm grounding of fundamentals of core subjects ofmanagement.
2. The ability to put across the concepts with ease and goodclarity.
3. The ability to use the theoretical framework to solve specific managementproblems.
4. Demonstrating one's competency in managementsubjects.

The student is expected to face questions on any core subjects of management as well as all the subjects of his/her specific stream of elective and provide answer convincingly.

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**PART-C**

**OPEN**

**ELECTIVES**

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

## OPEN ELECTIVE I: PROJECT MANAGEMENT

L T P C

4 0 0 4

**Course Objective:** The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

### UNIT - I:

**Introduction:** Introduction to Project management –Project Characteristics- Project Life cycle – Project Identification, Formulation and Implementation- Project management in different sectors: Construction, Services Sector, Public sector and Government Projects. Systems approach to project management.

### UNIT - II:

**Project Planning and Appraisal:** Project Planning – Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis-Project Risk Analysis.

### UNIT - III:

**Project Finance :**Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.

### UNIT - IV:

**Project Planning and Control:** Planning Steps- Scheduling- Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.

### UNIT - V:

**Organizational Behaviour and Project Management:** Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team building approach, Conflict Management in Projects, Stress Management.

**Course Outcome:** Students will be able to understand

a) Importance of Project Management

- b) Project Planning, Execution and implementation
- c) Significance of teams in projects
- d) Project evaluation techniques.

**TEXTBOOKS:**

1. John M, Nicholas and Herman Steyn, Project Management for Engineering, Business, and Technology, 5e, Routledge, 2017.
2. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation, and review, 6e, Tata McGraw Hill 2008.
3. K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.
4. Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.
5. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.

## OPEN ELECTIVE - I: TECHNOLOGY MANAGEMENT

L T P C

4 0 0 4

**Course Objective:** To Understand the importance of technology in conduct of business.

### UNIT – I:

**The Process of Technological Innovation:** The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development- Techniques For Creative Problem Solving.

### UNIT – II:

**Financial Evaluation of Research and Development Projects:** The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

### UNIT – III:

**Research and Development:** Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

### UNIT – IV:

**Technological Forecasting For Decision Making:** The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status.

### UNIT – V:

**Transfer of Technology:** Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

**Course Outcome:** Student will be able to understand:

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a) Importance of Technological Innovation

b) Importance of Research and development in technology management

c) Forecasting of Technology

**TEXTBOOKS:**

1. Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth, Tata McGraw Hill, Boston,2015.
2. V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education,2015.
3. Norma Harison and Samson, Technology management – Text and cases, TMH,2015
4. Shane: Technology Strategy for Managers and Entrepreneurs, Pearson,2015.
5. Khandwala: Corporate Creativity, TMH,2015.
6. Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology (6th Edition), Pearson.

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## VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)

### CORPORATE GOVERNANCE (OPEN ELECTIVE - I)

L T P C

4 0 0 4

**Course Objective:** To understand the growing importance of Corporate Governance in Indian and Global Context.

**UNIT - I: Corporate Governance:** Introduction to Corporate Governance - Major Corporate Governance Failures- Need for Corporate Governance - Corporate Governance in India, Theories of Corporate Governance - Agency Theory, Stewardship Theory, and Stakeholder Theory – Convergence- Problems of Governance in Companies.

**UNIT - II: Corporate Governance codes and committees** – Global reporting initiative – OECD Principles - Cadbury Committee Report - Kumara Mangalam Birla Committee Report - Naresh Chandra Committee Report - Narayana Murthy Committee Report - SEBI Clause 49 Guidelines- Corporate Governance Committees - Role of capital Markets, Regulator, Government in Corporate Governance.

**UNIT - III: Board and Leadership-** The board of Directors, Structure of the Board, role of the board, Role, duties and responsibilities of Directors, Types of Directors, Board as a learning organization, Leveraging Good Governance for Competitive Advantage.

Conflicts of Interest, Remedial Actions. Governance Ratings- Merits and Demerits.

**UNIT - IV: Models of Corporate Governance-** Affect of Context and culture on corporate governance-Anglo Saxon Model- The UK Common wealth principles based Model- The German Model - The Japanese Business Network Model- Indian Model of corporate governance- forces for convergence and differentiation in corporate governance.

**UNIT – V: Whistle-blowing and CSR in Corporate Governance:** The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India. Corporate Social Responsibility (CSR): Corporate philanthropy; CSR-an overlapping concept; corporate sustainability

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reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR initiatives in India.

**Course Outcome:** Students will be able to understand a) Need for Corporate Governance in India b) Codes and Committees in Corporate Governance c) Role of Board in Corporate Governance d) Stakeholder perspective of Corporate Governance.

**Text books:**

- Sateesh Kumar, Corporate Governance, Oxford University Press,2015.
- Christine A. Mallin, Corporate Governance, Oxford University Press, 4e, South Asia Edition, 2016.
- Bob Tricker, Corporate Governance Principles, Policies, and Practices, Oxford University Press,2015.
- N. Balasubramanian, Corporate Governance and Stewardship, TMH,2012.
- A. C. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson,2012.
- Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, NewDelhi



**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**  
**TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE - II)**

L T P C  
4 0 0 4

**Course Objective:** To facilitate students understand the quality concepts and tools and techniques relating to total quality management.

**UNIT - I:**

**Principles and Practices - I:** Introduction - Quality Gurus - Benefits of TQM – Quality Dimensions- Products and Services, Leadership and TQM, characteristics of Quality leaders. The Deming Philosophy - Quality councils - Strategic Planning - Customer Satisfaction-Customer perception of Quality - service Quality - Customer Retention - Employee Involvement - Employee survey – Empowerment -Gain sharing - Performance Appraisal.

**UNIT - II:**

**Principles and Practices - II:** Continuous process Improvement - the Juran trilogy, - The PDCA Cycle – Kaizen - Reengineering. Supplier Partnership – Partnering – Sourcing -Supplier Selection - Supplier rating- Performance Measures - Basic concept – Strategy - Quality cost - Bench marking - reasons for bench marking – Process - Understanding current performance - Pitfalls and criticism of benchmarking.

**UNIT - III:**

**Tools and Techniques - I:** Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards- Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process, Six Sigma.

**UNIT - IV:**

**Tools and Techniques - II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs-Autonomous Workgroups.

**UNIT - V:**

**Management Tools:** Management Tools – Introduction - Forced field Analysis - Tree diagram - Process decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control-Process Capability-Experimental Design-Hypothesis-Orthogonal Design-Two factors and Full factors-Quality Strategy for Indian Industries - Quality Management in India.

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**Course outcomes:** Students will be able to understand a) importance of Quality b) Principles and Practices of TQM c) tools and techniques in Quality management.

**Text books:**

- Joel E Ross : Total Quality Management, 3e, CRC press,2015
- DaleH.Besterfeild,CarltonBesterfeild:TotalQualityManagement,PearsonEducation,2015
- Sridhara bhat: Total Quality Management Texts and Cases, Himalaya,2015.
- Poornima M Charantimath Total Quality Management, Pearson Education,2015
- Kanishka Bedi: Quality Management, Oxford,2015.
- Dr. S. Kumar , Total Quality Management, University Science Press,2015

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)**

**INTELLECTUAL PROPERTY RIGHTS AND CYBER LAWS**

L T P C

4 0 0 4

**Course Objectives:**

1. To make students familiar with Intellectual Property Rights.
2. To understand innovations in engineering and other domains.
3. To be familiar with patents, copyrights and various acts related to innovations.

**UNIT - I:**

**Introduction to Intellectual property Rights ( IPR):**

Introduction, Types of Intellectual Property Rights , International Organizations, Agencies and Treaties, Importance of Intellectual Property Rights.

**UNIT - II:**

**Trade Marks:**

Purpose and Function of Trademarks, Acquisition of Trade Mark Rights, Protectable Matter, Selecting and Evaluating Trade Mark, Trade Mark Registration Processes.

**UNIT - III:**

**Copy rights Law :**

Fundamental of Copy Right Law, Originality of Material, Rights of Reproduction, Rights to Perform the Work Publicly, Copy Right Ownership Issues, Copy Right Registration, Notice of Copy Right, International Copy Right Law.

**Patents Law:**

Foundation of Patent Law, Patent Searching Process, Ownership Rights and Transfer

**UNIT - IV:**

**Trade Secrets:**

Trade Secrete Law, Determination of Trade Secrets Status, Liability for Misappropriations of Trade Secrets, Protection for Submission, Trade Secret Litigation.

**Unfair competition:** Misappropriation Right of Publicity, False Advertising.

**UNIT - V:**

**Cyber Law:**

Cyber Crime, Information Security, Cyber Criminals, Classification .Legal Perspectives- Indian Perspectives- Cyber Crimes and Indian ITA 2000, Global Perspective on Cyber Crime- Cyber Crime Era.

**Course Outcomes:**

Upon completion of the course, the students are expected to:

1. To define various terms related to Intellectual Property Rights.
2. To understand the process of patent, copyrights and related procedures.
3. To analyse the situation of IPR in the Indian context with that of global scenario.
4. To understand the patenting process through various case studies.

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**TEXT BOOKS & REFERENCES:**

1. Deborah, E. Bo Choux, Intellectual Property Right, Cengage Learning
2. Prabuddha Ganguli, Intellectual Property Right - Unleashing The Knowledge Economy, Tata Mc Graw Hill Publishing Company Ltd.
3. Nina Godbole And Sunitha Belapure, "Cyber Security" Wiley India 2012.

**VIDYA JYOTHI INSTITUTE OF TECHNOLOGY (AUTONOMOUS)  
INTERNATIONAL BUSINESS (OPEN ELECTIVE - II)**

L T P C  
4 0 0 4

**Course Objective:** To understand the International Business theories and methods, Economic Environment, Strategic, and Operational issues of International Business.

**UNIT - I: Introduction to International Business-** Need for International Business- Drivers of Globalization- Distinction between Domestic and International Business- International Business Approaches – Modes of International Business- Impediments in international Business- Opportunities and Challenges of International Business - Multi National Corporation (MNCs) - International Business Environment- Cultural, Political and Technological Environment.

**UNIT - II: International Trade Theories:** Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage- India's Foreign Trade- Foreign Direct Investment in India- Balance of Payments.

**UNIT - III: International Business and Economic Integration:** Levels of Economic Integration- Benefits and Challenges of Economic Integration- Free Trade Agreement (FTA)- The Customs Union, The Common market, The Economic Union. Arguments surrounding Economic Integration, Regional Economic Groups, European Union, NAFTA, ASEAN, SAARC. Multilateral Trade agreements- GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

**UNIT - IV: Strategy and Structure of International Business:** Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances- Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance development process, Economic Considerations for Strategic alliances. Organizational Design- Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.

**UNIT - V: International Business Operations:** Issues involving International Production- Sourcing and vertical Integration, - Major activities in International Marketing- Brand Decisions- Issues of International Financial management- Forex market, International Monetary System, International Financial Markets- Export Financing- Managing International HR Activities- HR Planning, Recruitment and selection, Expatriate Selection. Cross Cultural Issues in International Business.

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**Course Outcome:** Students will be able to understand a) Importance of International Business b) International Trade theories c) International Economic environment d) Strategic and operational issues of IB.

**Text books:**

- Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, International Business, 7e, Cengage Learning,2008.
- K Ashwatappa, International Business, 3e, Tata McGraw Hill,2008.
- Sanjay Misra, P. K. Yadav, International Business, PHI,2009.
- A Ehud Menipaz, Amit Menipaz, Shiv S Tripathi, International Business Theory and Practice, Sage publications,2017
- Rakesh Mohanh Joshi, International Business, Oxford University Press,2009
- Subba Rao, International Business, Himalaya Publications,2007

## **DEPARTMENT OF MANAGEMENT STUDIES**



## **Course Structure and Syllabus for MBA Programme 2015 - 16**



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## MASTER OF BUSINESS ADMINISTRATION (MBA) R15 COURSE STRUCTURE AND SYLLABUS

### I Year – I Semester

Subject Code	Category	Course Title	Int. marks	Ext. marks	L	P	C
151ECS1101	Core Course I	MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	40	60	3	-	3
151ECS1102	Core Course II	BUSINESS LAWS & BUSINESS ENVIRONMENT	40	60	3	-	3
151ECS1103	Core Course III	MANAGERIAL ECONOMICS	40	60	3	-	3
151ECS1104	Core Course IV	FINANCIAL ACCOUNTING & ANALYSIS	40	60	3	-	3
151ECS1105	Core Course V	STATISTICS FOR MANAGEMENT	40	60	3	-	3
151EOE1101	Open Elective I	CROSS CULTURE MANAGEMENT WTO & IPR TOTAL QUALITY MANAGEMENT PROJECT MANAGEMENT COMPUTER FUNDAMENATAL	40	60	3	-	3
151ELB1101	Laboratory	STATISTICAL DATA ANALYSIS - LAB	50	-	-	2	2
151ESM1101	Seminar	BUSINESS COMMUNICATION – SEMINAR	50	-	-	2	2
<b>Total Credits</b>					<b>18</b>	<b>4</b>	<b>22</b>

### I Year - II Semester

Subject Code	Category	Course Title	Int. marks	Ext. marks	L	P	C
151ECS1201	Core Course I	HUMAN RESOURCE MANAGEMENT	40	60	3	-	3
151ECS1202	Core Course II	MARKETING MANAGEMENT	40	60	3	-	3
151ECS1203	Core Course III	FINANCIAL MANAGEMENT	40	60	3	-	3
151ECS1204	Core Course IV	QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	40	60	3	-	3
151ECS1205	Core Course V	MIS & ERP	40	60	3	-	3
151EOE1201	Open Elective I	FOREIGN TRADE BANKING,INSURANCE & RISK MANAGEMENT LOGISTICS & SUPPLY CHAIN MANAGEMENT MSME MANAGEMENT	40	60	3	-	3
151ELB1201	Laboratory	ANNUAL REPORT ANALYSIS - LAB	50	-	-	2	2
151ESM1201	Seminar	SUMMER INTERNSHIP - SEMINAR	50	-	-	2	2
<b>Total Credits</b>					<b>18</b>	<b>4</b>	<b>22</b>

### II Year – I Semester

Subject Code	Category	Course Title	Int. marks	Ext. marks	L	P	C
151ECS2101	Core Course I	PRODUCTION & OPERATIONS MANAGEMENT	40	60	3	-	3
151ECS2102	Core Course II	STRATEGIC MANAGEMENT	40	60	3	-	3
151ECS2103	Core Course III	RESEARCH METHDOLOGY	40	60	3	-	3
151EE12101	Core Elective I	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
151EE22102	Core Elective II	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
151EE32103	Core Elective III	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
151ESM2101	Seminar	PERSONAL EFFECTIVENESS - SEMINAR	50	-	-	4	2
151ESM2102	Seminar	BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS - SEMINAR	50	-	-	4	2
<b>Total Credits</b>					<b>24</b>	<b>8</b>	<b>22</b>



**II Year - II Semester**

<b>Subject Code</b>	<b>Category</b>	<b>Course Title</b>	<b>Int. marks</b>	<b>Ext. marks</b>	<b>L</b>	<b>P</b>	<b>C</b>
151ECS2201	Core Course I	ENTREPRENUERSHIP	40	60	3	-	3
151ECS2202	Core Course II	MANAGEMENT OF TECHNOLOGY	40	60	3	-	3
151EE42204	Core Elective IV	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
151EE52205	Core Elective V	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
151EE62206	Core Elective VI	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
151ESM2201	Seminar	PRE SUBMISSION OF PROJECT – SEMINAR	50	-	-	4	2
151ECV2201		COMPREHENSIVE VIVA	-	100	-	4	2
151EPR2201		PROJECT	40	60	-		3
<b>Total Credits</b>						15	22

**CORE ELECTIVE STREAMS (choose any one stream subjects as Core Electives)**

<b>MARKETING ELECTIVES</b>
CONSUMER BEHAVIOUR
SALES AND DISTRIBUTION
INTEGRATED MARKETING COMMUNICATIONS
RETAILING MANAGEMENT
SERVICES MARKETING
INTERNATIONAL MARKETING
<b>FINANCE ELECTIVES</b>
STRATEGIC MANAGEMENT ACCOUNTING
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
FINANCIAL INSTITUTIONS, MARKETS & SERVICES
STRATEGIC INVESTMENT AND FINANCING DECISIONS
INTERNATIONAL FINANCIAL MANAGEMENT
FINANCIAL DERIVATIVES
<b>HR ELECTIVES</b>
PERFORMANCE MANAGEMENT
TRAINING AND DEVELOPMENT
MANAGEMENT OF INDUSTRIAL RELATIONS
COMPENSATION & REWARD MANAGEMENT
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
LEADERSHIP & CHANGE MANAGEMENT
<b>SYSTEMS ELECTIVES</b>
BUSINESS INTELLIGENCE
DATABASE MANAGEMENT SYSTEMS
DECISION SUPPORT SYSTEMS
E-BUSINESS
KNOWLEDGE MANAGEMENT
INFORMATION SYSTEMS, CONTROL AND AUDIT



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## MBA I-Sem

### MANAGEMENT & ORGANIZATION BEHAVIOR

**Course Aim:** Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Learning outcome:**

The students should be able to learn the history of management and the contributions of important management researchers.

They should be able to understand the relevance of environmental scanning, planning and how to take decisions.

The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

#### Unit – I

**History of Management:** Theories of Management-Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory

Case1: Work Force Diversity

#### Unit – II

**Problem solving, Decision Making and Planning:** Problem Solving and Decision making, Classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and select the most feasible plan, implement decision and control, Plans, types of plans, steps involved in planning process.

#### Unit – III

**Organizing and controlling:** Principles of organizing, organizational design, relation between authority, power and influence; organizational functional and control systems, types of controls

#### Unit – IV

**Organizational Behavior – individual and group behavior:** Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

#### Unit – V

**Leadership, Motivation and Organizational Structure:** Leadership theories, Power and Politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valence Theory and other relevant theories of motivation

#### REFERENCES:

- 6.10 Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
- 6.11 Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14<sup>th</sup> Edition, 2012
- 6.12 L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publshings
- 6.13 Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
- 6.14 Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
- 6.15 Griffin & Moorhead, Organizational Behaviour, 10<sup>th</sup> Edition, Cengage Publishing



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**MBA I-Sem**

## **BUSINESS LAW AND BUSINESS ENVIRONMENT**

### **UNIT I**

**Law of Contract - 1872:** Nature of contract and essential elements; types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and Discharge of contracts, Remedies for breach of contract, Indemnity and Guarantee, Latest Amendments.

### **UNIT II**

**Companies Act - 1956:** Steps and procedure for Incorporation of the company, Company Management– Appointment of Directors; Powers, Duties & liabilities of Directors; Company Meetings, Resolutions, Winding-up of a Company, Latest Amendments.

### **UNIT III**

#### **Basic Business Regulations:**

**Negotiable Instruments Act – 1881:** Negotiable Instruments- Promissory Note, Bills of Exchange, Cheques, and their definitions and characteristics, Types of endorsements, Discharge of Parties, Latest Amendments.

### **UNIT IV**

**Introduction to Business Environment:** Macro Environment Analysis (PESTEL Model); Industrial Policies: A brief review of industrial policies since Independence, Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, EXIM Policy, FDI in INDIA.

### **UNIT V**

**Balance of Payments:** Structure, Major components of Balance of payments, Causes for dis- equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

### **REFERENCES:**

1. RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
2. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition
3. S.S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition
4. K.Aswathappa, Essentials of Business Environment, Himalaya Publication house, 2008.
5. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007
6. S.N.Maheshwari & Maheshwari, *Business Regulatory*



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MBA I-Sem

## MANAGERIAL ECONOMICS

**Course Aim:** To enable students acquire knowledge to understand the economic environment of an organization.

**Learning Outcome :** Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

### Unit-I:

**Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Case: 1 The objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15) Case: 2 Dabur India Limited Growing Big and Global (Geetika, 2nd Edition page no 64)

Case: 3 Profits in the personal computer industry (Dominick Salvatore page no 19)

Case: 4 Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore page no 44)

### Unit-II:

**Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

**Case:** 1 Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore pages no 195)

**Case:** 2 Price Elasticity's of Demand in the Real World (Dominick Salvatore page no 110) **Case:** 3 Northern Turkey (Craig H.Petersen page no 172-173)

**Case:** 4 Income Elasticity of Demand (H.Kaushal Macmillan page no 39-41) **Case:** 5 Cross Demand (H.Kaushal Macmillan page no 48)

**Case:** 6 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

### Unit-III:

**Production Analysis:** Production function, Production function with one/two variables, Cobb -Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

**Case:** 1 Labor productivity and Total compensation in the United States and Abroad (Dominick Salvatore page no 403)

**Case:** 2 Naveen Construction Companies (Craig H.Petersen page no 293)

**Case:** 3 Substitutability between Gasoline consumption acid driving times (Dominick Salvatore page no 265)

**Case:** 4 How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278)

### Unit-IV:

**Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.

Case: 1 Out Sourcing to India: way to Fast Track (Geetika page no 272)

Case: 2 The Shape of the long –Run Average cost curves in various industries (Dominick Salvatore page no 265)

Case: 3 BLP Corporation (Sumitrapal, Macmillan page no 203)

Case: 4 Mr. Martin Gets Chewed out by the Boss (W.Bruce Allen page no 150)

## Unit-V:

**Market Structure and Pricing Practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing philosophy

**Case: 1** Pricing of innovative product (H.Kaushal Macmillan page no 78) **Case:**Pacific copper enterprises(W.Bruce Allen)

**Case: 3** Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan page no 240) **Case: 4** Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no 369)

## REFERENCES

1. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14th edition* Pearson, 2014.
2. 'Dominick Salvatore *Managerial Economics* 7th Edition Oxford 2012.
3. W.Bruce Allen, *Managerial Economics Theory, Applications, and Cases* 8th Edition.
4. G S Gupta, *Managerial Economics*, 2nd edition, TMH, 2012.
5. H. L. Ahuja, *Managerial Economics*, S. Chand, 2012
6. D.N. Dwivedi, *Managerial Economics*, Vikas, 2012.



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## MBA I-Sem

### FINANCIAL ACCOUNTING AND ANALYSIS

**Course Aim:** The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

**Learning Objectives:** To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

#### Unit-I:

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle.

#### Unit-II:

**The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs Intangible assets, and methods of depreciation. Depreciation concept— Depreciation of Fixed Assets -Methods of depreciation—their impact on measurement of business Accounting.

#### Unit-III:

**Inventory Valuation :** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts- ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

#### Unit-IV:

**Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

#### Unit-V:

**Financial Analysis-II:** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

#### REFERENCES:

1. V.Rajasekharan,R.Lalitha "Financial Accounting & Analysis" Pearson Education, New Delhi, 2015
2. Paresh Shah "Basic Financial Accounting for Management", Oxford University Press, New Delhi, 2014.
3. Dhanesh K.Khatri "Financial Accounting & Analysis", Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
4. N.Ramachandran : "Financial Accounting & Analysis" Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
5. Maheswari, Financial Accounting, IBH, 2015.
6. T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education PVt Ltd, New Delhi 2015.



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## MBA I-Sem

### STATISTICS FOR MANAGEMENT

#### Unit – I:

Introduction to Statistics-Overview, origin and development and Managerial Applications of Statistics ,Statistics and the branches of the study, statistics& computers, limitations of statistics.

#### Unit – II:

Measures of central Tendency- Mean ,Median, Mode ,Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation , Standard deviation and co-efficient of variation Skewness: Karle Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

#### Unit – III:

Tabulation of Univariate , Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional ,Two dimensional and three dimensional diagrams and graphs

#### Unit – IV:

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

#### Unit – V:

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction ,Characteristics and uses of index numbers ,types of index numbers , un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

#### REFERENCES:

1. Levin R.I., Rubin S. David, “Statistics for Management”, 2015, 7th Ed. Pearson.
2. Beri, “ Business Statistics ”, 2015, 1st Ed, TMH.
3. Gupta S.C, “Fundamentals of Statistics”, 2015, 6th Ed. HPH.
4. Amir D. Aczel and Jayavel Sounder pandian, “Complete Business Statistics”, TMH,
5. Levine , Stephan , krehbiel , Berenson -Statistics for Managers using Microsoft Excel,PHI .
6. J. K Sharma, “Business Statistics”, 2015, 2nd Ed. Pearson.



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MBA I-Sem

## CROSS CULTURAL MANAGEMENT (Open Elective – I)

### Unit-I:

**Introduction** – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

### Unit-II:

**Cultural Dimensions and Dilemmas:** Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

### Unit-III:

**Culture and Organizations:** Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

### Unit- IV:

**Culture and Communications:** Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

### Unit-V:

**Cross Cultural Team Management:** Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

### References

8. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
9. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
10. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
11. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
12. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
13. Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland,USA





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**MBA I-Sem**

## **WTO & IPR (Open Elective – I)**

### **Unit -I:**

**Introduction-** General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration – WTO Agreements including TRIPS & TRIMS.

### **Unit -II:**

**WIPO** – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hauge Agreement – UPOV.

### **Unit -III:**

**IPR-1 Patents:** Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

### **Unit -IV:**

**IPR – 2: Designs and Geographical Indication (GI)** – Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

### **Unit -V:**

**IPR-3: Trade marks and Copy rights:** Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trade marks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement – Remedies.

### **References**

1. P. K. Vasudeva ,World Trade Organization: Implications on Indian Economy, Pearson Education, 2015
2. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.
3. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
4. Carlos M. Correa- Intellectual property rights , The WTO and Developing countries-Zed books
5. Peter-Tobias stoll, Jan busche , Katrian arend- WTO- Trade –related aspects of IPR- Library of congress
6. Surendra Bhandari- World Trade Organisation (WTO) and Developing Countries- Vikas Publishing House



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## MBA I-Sem

### TOTAL QUALITY MANAGEMENT (Open Elective – I)

**Course Aim:** The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

#### UNIT-I:

**Principles and Practices-I:** Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM-Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils-Strategic Planning- Customer Satisfaction- Customer perception of Quality-service Quality, -Customer Retention-Employee Involvement-Employee survey-Empowerment-Gain sharing-Performance Appraisal.

#### UNIT-II:

**Principles and Practices-II:** Continuous process Improvement,- the Juran trilogy,- The PDCA Cycle-Kaizen- Reengineering. Supplier Partnership- Partnering-Sourcing-Supplier Selection- Supplier rating-Performance Measures-Basic concept-Strategy-Quality cost-Bench marking- reasons for bench marking-Process-Understanding current performance-Pitfalls and criticism of benchmarking.

#### Unit-III:

**Tools and Techniques-I:** Information Technology- Computers and the quality functions -Information quality Issues-Quality management System- Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process.

#### UNIT-IV:

**Tools and Techniques-II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

#### UNIT-V:

**Management Tools:** Management Tools,-Introduction-Forced field Analysis-Tree diagram- Process decision Program Chart-Statistical Process Control-Cause and Effect diagram-Histogram-state of control  
– Process Capability- Experimental Design- Hypothesis-Orthogonal Design-Two factors and Full factors-Quality Strategy for Indian Industries-Quality Management in India.

#### REFERENCES :

1. Joel E Ross : Total Quality Management, 3<sup>rd</sup> Edition,CRC press,2015
2. Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2015
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M charantimath Total Quality Management, Pearson Education, 2015
5. Kanishka Bedi: Quality Management, Oxford, 2015.
6. Dr.S.Kumar , Total Quality Management, University Science Press ,2015



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**MBA I-Sem**

## **PROJECT MANAGEMENT (Open Elective – I)**

**Course Aim:** The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

### **UNIT-I**

**Introduction:** Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle-Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Form of organization structure, stake holder management, organization culture, creating a culture for Project Management.

### **UNIT-II:**

**Project Planning:** Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

### **UNIT-III**

**Project Execution:** Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process , risk management an integrated approach, cost Management, Creating a project Budget.

### **UNIT-IV**

**Leading Project Teams:** Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

### **UNIT-V**

**Performance Measurement and Evaluation:** Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

### **REFERENCES**

1. Gray, Larson: Project Management-Tata McGraw Hill-2015
2. Jeffery K.Pinto: Project Management-Pearson Education-2015
3. Enzo Frigenti: Project Management-Kogan, 2015
4. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
5. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.
6. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.



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## MBA I-Sem

### STATISTICAL DATA ANALYSIS -PRACTICAL (MS-EXCEL LAB)

**Course aim:** The course aims is to understand MS Excel for applying statistical tools learnt in RMSA. **Learning**

**Outcome:** The learning outcome is that the students should be able to:

Analyse the data to draw inference for decision making. Understand application of statistical measures of central tendency. Understand application of ANOVA.

Analyse trends. Test hypotheses.

#### Syllabus - PART A

#### 10. About EXCEL

10.1 Introduction, Uses of Excel, New functions and features of excel 2007.

10.2 Getting started with excel: Opening a blank or new workbook, general organization.

10.3 Highlights and main functions: Home, Insert, page layout, formulas.

10.4 Highlights and main functions: Data, review, view, add-ins.

10.5 Using the Excel help function.

#### 11 General EXCEL Lessons

11.1 Customizing the Quick Access Toolbar.

11.2 Creating and Using Templates.

11.3 Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.

11.4 Formatting Data and Using the Right Mouse Click.

11.5 Saving, Page Setup, and Printing.

11.6 Using Headers and Footers.

11.7 Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.

11.8 Data from External Sources.

11.9 Using and Formatting Tables.

11.10 Basic Formulas and Use of Functions.

11.11 Data Analysis Using Charts and Graphs.

11.12 Managing, Inserting, and Copying Worksheets.

11.13 Securing the Excel Document (Protect Cells and Workbook).

#### 7. ADVANCED EXCEL LESSONS

Advanced Formulas and Functions.

Advanced Worksheet Features.

Advanced Data Analysis using PivotTables and Pivot Charts.

#### PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL

**IV** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

**V** t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.

**VI** Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

#### REFERENCES

1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
2. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
3. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
4. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
5. Shelly, MS Office, 2007, Cengage, 2009.
6. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.



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## MBA I-Sem

### BUSINESS COMMUNICATIONS – SEMINAR

**Aim:** Aim is to enable students understand how to write business letters and improve written communication.

**Learning Outcome:** At the end of the course, students will be enabled with the following skills.

- English language skills for effective written business communication ('s).
- Will be able to understand how to write project report.

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#### Unit-I:

**Business Writing:** Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

**Case Study:** Communication Complication in English(Meenakshi...).

#### Unit-II:

**Business Correspondence:** Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

**Case Study:** Missing Briefcase (Meenakshi...).

#### Unit-III:

**Instructions:** Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.

**Case Study:** How to operate the Minolta Freedom 3 Camera. (Meenakshi...)

#### Unit-IV:

**Business Reports and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

**Case Study:** Handling unsolicited proposals for private infrastructure projects(Meenakshi...). **Case Study:** The key board syndrome(Meenakshi...).

#### Unit-V:

**Careers and Resumes :** Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

**Case Study:** Recruitment Drive at SOBER. (Meenakshi...).

#### REFERENCES:

- Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
- Lesikar: Basic Business Communication, TMH, 2015.
- David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
- Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
- Business English Dictionary, Pearson, 2015.
- Lehman and Dufrene Sinha, BCOM (Business Communication) 2<sup>nd</sup> edition, Cengage, 2012.



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I Year M.B.A.– 1 Sem

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## COMPUTER FUNDAMENTALS (Open Elective)

### Objectives:

1. To Learn Fundamentals of Computers.
2. To Know different types of Data Representation techniques.
3. To understand different Operating System Environments.
4. To know about the Storage Concepts.
5. To know Basic Concepts of Networking.
6. To understand the application of Information Technology in Business.

### Outcomes:

1. Students will demonstrate the basic knowledge of Computer and its Usage in Business Environment.
2. Students will get exposure on different operating Systems, Networks, Internet related to Business World.

### Chapter 1: INTRODUCTION TO COMPUTERS:

Generations of Computers, Generations of Computer Languages Block Diagram of a Computer- Introduction to various Components- I/O Devices – Keyboard, Mouse, scanners, Printers, Plotters, Monitors. C.P.U – Different Types of Buses. Storage Devices/ Memory - Types of Storage Devices .

Primary – RAM & ROM, Hard Disk, Magnetic, CD-R, Floppy, Optical, Cache Memory.

### Chapter 2: NUMBER SYSTEM / DATA REPRESENTATION:

Transforming data into Representation – Bits, Bytes, Codes – ASCII, EBCDIC. Number System – Decimal, Binary ,Octal, Hexa Decimal, Conversion of one system to other. Logical Gates :

Introduction to Gates – AND,OR,NOR,NOT,NAND,XOR.Word Processing .

### Chapter 3: OPERATING SYSTEM BASICS :

Operating System Basics – Introduction to DOS - Windows - Unix - Multi Tasking -Multi Programming - Multi Threading , Types of Software – Application Software and Introduction to Data Base and Data Base Management Systems- Data Base file and Relational Data Base Structures, Other Data Base Structures - DBMS Applications .

### Chapter 4: NETWORKING :

Overview and Objectives – The Uses of a Network – Simultaneous Access - Shared Peripheral Devices - Personal Communications – Easier Backup, Network Media .

Types of Network - LAN, WAN, MAN, Client Server, Peer TO Peer and Server Based. Network Topologies – BUS, STAR, RING, MESH Topologies.

### Chapter 5 : INFORMATION SYSTEMS :

Internet - World Wide Web, E-Mail, DNS, Application Of Internet towards Business World.

The basics of Information Systems - Types of Information Systems – Office Automation Systems . The Information Systems Department – The Role of the Information Systems Department – The Role of an Information Systems Department's members .

### Test Books:

1. Peter Nortons's - Introduction to Computers – Fourth Edition TATA Mc.Graw Hills.
2. Information Technology the breaking wave Dennis P. Curtin, Kim Foley ., Kunal Sen , Cathleen Morin TATA McGraw – Hill Edition.



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## MBA II-SEM

### 151ECS1201 - HUMAN RESOURCE MANAGEMENT

**Course Aim:** To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

**Learning Outcome:** Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

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#### Unit-I:

**Introduction of HRM:** Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System's – Labor Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRLS India.

**Case:** Social Surveyors in Flood-hit Areas (Gary Dessler page no 160)

**Case:** Finding people who are passionate about what they do (Gary Dessler page no 195)

**Case:** HR, CULTURE and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35)

**Case:** Religious Accommodation (Robert L Mathis P. No. 118)

**Case:** Mitsubishi Believes in EEO- Now (Robert L Mathis P. No. 119)

#### Unit-II:

**Recruitment and Placement:** Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

**Case:** Reinventing the wheel at apex door Company (Gary Dessler page no 309) Case: Xerox

Focuses on HR (Robert L Mathis P. No. 79)

Case: where do you find the Bodies? (Robert L Mathis P. No. 79) Case: The Reluctant

Receptionist (Robert L Mathis P. No. 159) Case: Accenture – Retaining for Itself

(Robert L Mathis P. No. 193) Case: Recruiting at Kia (Robert L Mathis P. No. 231)

Case: Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267)

#### Unit-III:

**Performance Appraisal and Training & Development of Employees** – Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program

– Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs .

Case: Training Crucial for Hotels (Robert L Mathis P. No. 307)

Case: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393) Case: Just Another Job (Robert L Mathis P. No. 647)

Case: The Dilemma Within (Robert L Mathis P. No. 667)

Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671) Case: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

**Unit-IV:**

**Compensation** – Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

**Case:** Salary inequities at ACME Manufacturing (Gary Dessler page no 429)

**Case:** HR Contributes at CSSCO (Robert L Mathis P. No. 36)

Case: Compensation changes at JC Penny (Robert L Mathis P. No. 435) Case: Benefiting

Connie (Robert L Mathis P. No. 507)

**Unit-V:**

**Employee Relation** – Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

**Case :** The New Safety and Health Program (Gary Dessler page no 623) Case : Full

Disclosure on Sex Offenders? (Robert L Mathis P. No. 231)

**Case :** Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

**REFERENCES:**

- Gary Dessler, “**Human Resource Management**”, 12<sup>th</sup> Edition, Pearson- 2012.
- Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective”, Cengage Learning 2012.
- C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
- K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
- Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
- R.Wayne Mondy, “Human Resource Management” Pearson, 2009.





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MBA II SEM

## 151ECS1202 - MARKETING MANAGEMENT

**Course Aim:** Aim is to understand the basic marketing concepts through case studies.

**Learning outcome:**

- By reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management.
- They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

**Unit-I:**

**Introduction to World of Marketing:** Importance, scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

Case : Bata (Rajendra.P Maheshwari page no: 03) Case : Mahindra Scooters (Arun Kumar page no: 89).

Case : Ready Meal Manufactures (Adrian palmer, page no: 70). Case : Santoor – (lamb Hair– page no : 238).

Case : Drawing on data, searching for insight (Adrian palmer – Page no: 175).

**Unit-II:**

**Analyzing Marketing Opportunities, Customer Value and Marketing Mix :** Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behavior – cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

Case : Small New Phones (Adrian palmer- page no: 296).

**Unit-III:**

**Designing a Customer Driven Strategy:** Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy. Case : (Segmentation) Zee TV (lamb, Hair page no 212).

Case : (Targeting) Kellogg's (lamb, Hair page no 300 )

Case : (Positioning) Nimbooz (S. Neelamegham page no 225). Case :( Positioning)

Dalda (Arun Kumar page no:195).

**Unit-IV:,k,,**

**Distribution Decisions, Promotion & Communication Strategies :** Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, communication promotion mix, factors effecting the promotion mix

Case : Barista (Arun Kumar – page no:33). Case : Nano Car

(lamb, Hair – page no:52) Case : Indigo (lamb, Hair – page

no:356). Case : TESCO (Adrian palmer page no : 388 )

Case : Hero Motor Corp (lamb, Hair Page no:446) Case : Avon

Cosmetics (lamb, Hair Page no:497). Case : Eureka (Arun – Page no: 711).

Case : Home Shop (Arun – page no: 639).

**Unit-V:**

**Pricing Decisions & Personal Communication -** Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing.

Case : Coca Cola(lamb, Hair – page no: 112).  
Case : I phone ( lamb, Hair – page no: 534). Case  
: Akash Tablet (lamb, Hair – page no: 557). Case  
: Compact car (Arun Kumar page no :369) Case :  
Chick (lamb,Hair Page no:650)  
Case : Nokia (Neelamegham page no– 645).  
Case : Shakti (Rajendra .P Maheswari – Page no:408).  
Case : Airtel (Arun – page no: 901)  
Case : Beer Marketing (Adrian palmer page no:529)

**REFERENCES:**

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 15/e, Pearson Education, 2012.
- Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, REFERENCES FOR CASES:
- Ramaswamy Namakumari, “Marketing Management”, TMH 5<sup>th</sup> Edition 2015.
- Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2015.
- Rajan Saxena: Marketing Management, 4/e, TMH, 2015
- Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.



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MBA II SEM

151ECS1203 - FINANCIAL MANAGEMENT

**The students need Discounting Table and Annuity tables for the examination**

**Course Aim:** To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

**Learning Outcome:** Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

## Unit-I:

**The Finance Function:** Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

## Unit-II:

**The Investment Decision:** Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost of capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

## Unit-III:

**Capital Structure Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

## Unit-IV:

**Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies. Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach.

## Unit-V:

**Management of Current Assets:** Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Management of receivables and Management of inventory- The importance of current assets management in working capital planning. Planning of working capital, Financing of working capital through Bank finance and Trade Credit. Recommendations of Tandon and Daheja Committee on Working Capital. Cases.

## REFERENCES:

- IM Pandey, **Financial Management, 10<sup>th</sup> Edition, Vikas, 2015.**
- M.Y Khan, P K Jain: "Financial Management-Text and Problems", 6<sup>th</sup> Edition, TMH, 2012.
- P.C.Tulsian, C.A. Bharat Tulsian, "Financial Management" S.Chand Publications, 2012
- Prasanna Chandra, "Financial Management Theory and Practice", 8<sup>th</sup> Edition. TMH, 2012
- Shashi K.Gupta, R.K.Sharma, "Financial Management" Kalyani Publishers, 2012
- James C Van Horne, Sanjay Dhamija, "Financial Management and Policy" Pearson Education, 2012.



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## MBA II SEM

## 151ECS1204 - QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

**Course Aim:** The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Learning Outcome:** The Course covers origin and application of OR, Linear Programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

### Unit-I:

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

### Unit-II:

Linear Programming Method: Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP. Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution : Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by Modi Method, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

### Unit-III:

Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

### Unit-IV:

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

### Unit-V:

Queuing Theory: Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

## REFERENCES:

- R. Pannerselvam : Operations Research, PHI, 3<sup>rd</sup> revised edition,2012
- Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2015.
- K.L Schgel "Quantitative Techniques and Statistics", 2012.
- Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.
- C.R. Kothari, Quantitative Techniques, 3<sup>rd</sup> revised edition, Vikas, 2012.
- N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.



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## MBA II SEM

## 151ECS1205 - MANAGEMENT INFORMATION SYSTEM & ERP

**Aim:** The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

**Learning Outcome:** After going through the cases in the text and other references, by the end of this course the students will understand the MIS concepts its applications,

### Unit-I:

**Introduction :** MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage. Case :MIS at Narayana Labs Ltd.

Case : Siba International and Functional Information System. Case : Sigma Industries Limited (SIL)

### Unit-II:

**Business Applications of Information Systems :** E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

Case : Knowledge Management Systems at Anil Consultancy.

### Unit-III:

**Management of IS:** Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

Case: Planning of IS at Anoop & Company. Case : Apollo Hospitals.

Case : Implementation of OLT at Deep College of Management and Technology. Case : Effectiveness of MIS: A Case Study.

### Unit-IV:

**Building of Information Systems:** System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

Case: System requirement specification: An illustrate case. Case: MIS at XYZ Bank.

Case: Purchase order system: application case study.

### Unit-V:

**Introduction to Cyber Crime :** Cyber Crime Definition and origin of the word,cyber crime and information security,who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber crimes and indian ITA 2000,Global perspective on cybercrime-Cybercrime era.(Refer

: Nina Godbole et al)

## TEXT BOOK

- D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition, 2010.
- Laudon & Laudon, Management Information Systems, Pearson, 2015
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- A K Gupta, Sharma “Management of Systems” Macmillan, 2012.
- Kelkar, Management Information Systems, PHI, 2012



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MBA II SEM

## 151EOE1201- FOREIGN TRADE

(Open Elective-I)

What have been the policies that influenced India's Foreign Trade? What has been our performance in the world trade post independence era? Is India truly globalised? What has gone wrong and what can be done? Such questions are studied under this particular subject.

### Unit-I:

Definition of Foreign Trade, Composition of Foreign Trade, Theories of International Trade, Foreign Trade and economic Development. Analysis of India's Foreign Trade, Growth, Trends, Composition and direction- Foreign Capital, Collaboration of Multinational corporations, Bilateral and Multinational Trade Agreements- India's trade Agreements - India's Balance of Payments including invisibles.

### Unit-II:

Import Policy and Export Promotion Schemes: Salient Features of India's Export Import Policy- Objectives of EXIM/Trade Policy – Instruments of Trade Policy- Duty Exemption Schemes – DBK, DEPB, Advance License - Import of Capital Goods - Exports/Trading/Star Trading/Super Star Trading House Policy - EOU's/EPZs/SEZs Schemes - Services Exports

### Unit-III:

Incoterms: Background and objectives of Incoterms, Types of Incoterms- General guidance that are used in Incoterms – Terminology of Incoterms- Tariffs, Quantitative restrictions– Export-Import Procedures and documentation.

### Unit-IV:

Institutional setup for Export Promotion. Export Assistance measures. Free Trade Zone SEZ's and 100% eOUs. State Trading in India- Principal commodities of India's export and imports an overview – Sources and Analysis of foreign Trade Statistics. Canalizing Agencies and Chambers of Commerce. Export Organisation: Institutions involved in export Promotion: DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIM BANK, ECGC, EPCs, Commercial banks, Commodity Boards.

### Unit-V:

Assessment of Prospects- Products and Markets. Identification of new markets for Indian products. African Market, potential to enter into the SOUTH AFRICA, GHANA, KENYA, NIGERIA, UGANDA, MAIRITIOUS and TAMZANIA- Export potential of India, Latin America, an Analysis of US commercial office on India for investing in selected sector. Trade Blocks and Regional Economic Cooperation.

### References

- Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
- Bhagvati J (ed), International Trade , Penguin Books , 2007.
- India's Trade statistics, published by CMIE and DGCIS.
- RBI Annual Reports,
- Annual Reports of Ministry of Commerce.
- CA. Virendra K.Pamecha-A Guide to International Trade and Export Management-JAIN BOOK AGENCY,2014-15



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MBA II SEM

## 151EOE1202 - BANKING, INSURANCE AND RISK MANAGEMENT

(Open Elective-I)

### UNIT I

**Introduction to Banking Business:** Introduction to Banking sectors-History of banking business in India, Structure of Indian banking system: Types of accounts, advances and deposits in a bank New Dimensions and products- E-Banking, Mobile-Banking, Net Banking, CRM, cheque system and KYC system.

### UNIT II

**Banking Reforms and Regulations:** Banking regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and credit control system; Role of commercial banks and its functions. Banking sector reforms in India and deficiencies in Indian banking including problems accounts and Non- Performing Assets.

### UNIT III

**Introduction to Insurance:** Introduction to insurance, Need and importance of Insurance, principles of Insurance, characteristics of insurance contract, branches of insurance and types of insurance; life insurance and its products: Role of Agents and brokers.

### UNIT IV:

**Insurance Business Environment:** Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.

### UNIT V

**Introduction to Risk Management:** Introduction to Risk, meaning and types of risk in business and individual, Risk management process, methods: Risk identification and measurement, Risk management techniques; Non insurance methods.

### Suggested Readings:

- Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons, New Delhi.
- Mark S. Dorfman: Risk Management and Insurance, Pearson, 2009.
- Reddy K S and Rao R N: Banking and Insurance, Paramount publishers, 2013
- Scott E. Harringam Gregory R. Nichanus: Risk Management & Insurance, TMH, 2009.
- Geroge E. Rejda: Principles of risk Management & Insurance, 9/e, pearson Education. 2009.
- G. Koteswar: Risk Management Insurance and Derivatives, Himalaya, 2008.



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MBA II SEM

## 151EOE1203 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

(Open Elective-I)

### UNIT - I

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services  
Case 1: The number 1 express carrier – A DHL case study.

### UNIT -II

Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis – direct product profitability – cost drivers and activity-based costing.  
Case 2: Ford Motor company – six sigma initiatives streamline operations.

### UNIT -III

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations – Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution – channel relationships –logistics service alliances.  
Case 3: General Motors de Mexico – Driving efficiency

### UNIT -IV

Sourcing, Transporting and Pricing Products: sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management  
Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management - .  
Case 4: Keeping the Good Times rolling at crown premiums Case 5:  
LUSH Showers U.S. Market with Enhanced Service

### UNIT -V

Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management  
Case 6: Managing the supply chain for globally integrated products – An Exel case study

### REFERENCES

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
4. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
5. Deepak P, Miiind M.Oka: “Supply Chain Management” Everest Publishing House, NewDelhi, 6. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, NewDelhi, 2012.





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MBA II SEM

## 151EOE1204 - MICRO SMALL MEDIUM ENTERPRISES MANAGEMENT (Open Elective-I)

### Unit I:

**Introduction for Small and Medium Entrepreneurship (SME):** Concept & Definition, Role of Business in the modern Indian Economy, History of SMEs in India, Employment and export opportunities in MSMEs.

### Unit II:

**Setting of SMEs':** Location of Enterprise – steps in setting – problems of entrepreneurs – sickness in SMI – Reasons and remedies – Incentives and subsidies – Evaluating entrepreneurial performance – Rural entrepreneurship – Women entrepreneurship.

### Unit III:

**Project Finance:** Source of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau – Approaching Institutions for assistance.

### Unit IV:

**Management of MSE:** Management of Product Line; - Communication with clients; - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of SME.

### Unit V:

#### MSME Policies and Emerging Trends in SMEs:

Central Government policies SME - and export promotion policy - the MSME development act, 2006. - Institutional Support mechanism in India.

#### Reference Books:

- Small Business Entrepreneurship: Paul Burns & Jim Dew hunt, palgrave macmillan publishers.2010 edition.
- Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives) Abha Jaiswal, 2010, Jain book agency.
- "Financing Micro, Small & Medium Enterprises 1st Edition" is written by K. Sudarsan. This book was published in the year 2010. This book has total of pp. xxii + 445 (Pages). The publisher of this title is Associated Publishers  
Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects Stefano Gatti, Academic Press, 07-Nov-2007 - Business & Economics - 440 pages  
Micro Small and Medium Enterprises in India Hardcover – 2013  
by Suman Kalyan Chaudhury (Author) **Publisher:** Raj Publications (2013)  
"Small and medium enterprises in transitional economies", challenges and opportunities, by Aneet Monika Agarwal, Published by DEEP and DEEP pvt Ltd.



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## MBA II SEM

### 151ELB1201 - ANNUAL REPORT ANALYSIS – LAB

**Approach:** CMIE Prowess Database/ANNUAL REPORT OF COMPANIES & MS-Excel.

**Course aim:** Aim is to show annual reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

#### Learning Outcome:

By the end of this mini project, students will be able to:

- Analyse balance sheet of an organization.
- Analyse profit and loss of an organization.
- Analyse investment portfolio of the organization.
- Analyse profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

#### EXCERCISES

1. Analysis of profitability ratios.
2. Analysis of structural ratios.
3. Analysis of asset turnover ratios.
4. Analysis of liquidity ratios.
5. Analyse Growth, Stability and Stock Performance.

#### REFERENCE:

- Sinha Gokul-Financial Statement Analysis-PHI 2014
- Erich A. Helfert -Financial Analysis Tools and Techniques: A Guide for Managers-TMH ,2014
- Robert M. Grant- Contemporary Strategy Analysis: Text and Cases-Wiley,2014
- John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
- Sarngadharan M. and Kumar S. Rajitha -Financial Analysis for Management Decisions-PHI
- Gupta -Corporate Financial Analysis In A Global Environment , South-Western Pub



## DATA BASE MANAGEMENT SYSTEMS

### UNIT-I

Introduction-Database System Applications, Purpose of Database Systems, View of Data - Data Abstraction, Instances and Schemas, Data Models, Database Languages - DDL, DML, Database Architecture, Database Users and Administrators, History of Data base Systems.

### UNIT-II

Introduction to Data base design , ER diagrams, Beyond ER Design, Entities, Attributes and Entity sets, Relationships and Relationship sets, Additional features of ER Model, Conceptual Design with the ER Model, Conceptual Design for Large enterprises. Relational Model: Introduction to the Relational Model - Integrity Constraints over Relations, Enforcing Integrity constraints, Querying relational data, Logical data base Design, Introduction to Views Destroying/ altering Tables and Views.

### UNIT-III

Relational Algebra and Calculus: Relational Algebra - Selection and Projection, Set operations, Renaming, Joins, Division, Examples of Algebra Queries, Relational calculus - Tuple relational Calculus - Domain relational calculus - Expressive Power of Algebra and calculus.

### UNIT-IV

Form of Basic SQL Query - Examples of Basic SQL Queries, Introduction to Nested Queries, Correlated Nested Queries, Set - Comparison Operators, Aggregate Operators, NULL values - Comparison using Null values - Logical connectives - AND, OR and NOT - Impact on SQL Constructs, Outer Joins, Disallowing NULL values, Complex Integrity Constraints in SQL Triggers and Active Data bases.

### UNIT-V

Introduction to Schema Refinement - Problems Caused by redundancy, Decompositions - Problem related to decomposition, Functional Dependencies - Reasoning about FDS, Normal Forms - FIRST, SECOND, THIRD Normal forms - BCNF - Properties of Decompositions - Loss less join Decomposition, Dependency preserving Decomposition, Schema Refinement in Data base Design - Multi valued Dependencies - FOURTH Normal Form, Join Dependencies, FIFTH Normal form.

### TEXT BOOKS:

1. Data base Management Systems, Raghurama Krishnan, Johannes Gehrke, TATA McGrawHill, 3rd Edition, 2003.
2. Data base System Concepts, A.Silberschatz, H.F. Korth, S.Sudarshan, McGraw Hill, VI edition, 2006.

### REFERENCES BOOKS:

1. Database Systems, 6th edition, Ramez Elmasri, ShamkatB.Mavathe, Pearson Education, 2013.
2. Database Principles, Programming, and Performance, P.O'Neil, E.O'Neil, 2nd ed., ELSEVIER.
3. Database Systems, A Practical approach to Design implementation and Management Fourth edition, Thomas Connolly, carolyn Begg, Pearson education.
4. Database Systems Concepts, Peter Rob & Carlos Coronel, Cengage Learning, 2008.
5. Fundamentals of relational Database Management Systems, S. Sumathi, S.Esakkirajan, Springer.
6. Database Management System Oracle SQL and PL/SQL, P.K. Das Gupta, PHI.



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**SUMMER INTERNSHIP -SEMINAR**

**Course Aim:** Aim of summer internship is to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Summer internship is to acquire practical knowledge by working in any organization. Through working for one to two months in any organization of their choice, students should learn how to do routine work related to the functional area of their interest.

**Learning Outcome**

After summer learning internship students should be able to :

1. Understand the product mix and strategies of the organization, structure of organization, reporting systems and general administration of the organization.
2. Understand the organizational dynamics in terms of organizational behaviour, culture, competition, future strategies and change initiatives of the organization.
3. Understand how to do the routine work related to job they prefer to do after MBA.

**Approach to decide Summer Internship:**

Students should take covering letter/s, addressed to the organization/professional, before second mid of first semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA.

Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their near by cities, towns and villages to understand their business model.

**Report:** A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains.

Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.



## MBA III SEM

### PRODUCTION AND OPERATIONS MANAGEMENT

**Course Aim:** The course aims to introduce concepts of production and operations management in an organization and expose to analytical methods.

**Learning Outcome:** The students will be able to understand operations management, product & process design, analysis, plant location, layout, Scheduling and Material Management.

#### Unit-I:

**Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow Shop, Job Shop, Batch Manufacturing, The Project, Productivity, Strategic Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Gross Domestic Product and its impact, World Class Manufacturing.

#### Unit-II:

**Product & Process Design and Analysis:** Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design- Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering – History of Value Analysis/Value Engineering, When to Apply Value Analysis, Function, Aims, Value Engineering Procedure, Advantages and Application Areas. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.

#### Unit-III:

**Plant Location & Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi-facility Location Problems – Model for Multi-facility Location Problem, Method of Transformation, Model to Determine X-Coordinates of New Facilities, Model to Determine Y-Coordinate, **Plant Layout-** Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures.

#### Unit-IV:

**Scheduling:** Introduction, Johnson's Problem, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and Machines Scheduling.

#### Unit-V:

**Materials Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Control- Inventory Decisions, Costs Trade Off. Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Purchasing Management, Stores Management – Incoming Materials Control, Store Accounting, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

#### REFERENCES:

- K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012.
- Panneerselvam “ Production and Operations Management” PHI,2012
- Dr.K.C. Arora , Production / Operations Management Universities Press, 2015
- J.K, Sharma: Operations Research, Macmillian, 2015.
- Ajay K Garg, Production and Operations Management, TMH, 2012
- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.



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## MBA III SEM

### STRATEGIC MANAGEMENT

**Course Aim:** The aim of this subject is to enable the students develop a holistic perspective about strategic management of an organization.

**Learning Outcome:** By reading the text and discussing the cases students should be able to understand how to scan internal and external environment of an organization, understand different types of strategies and structures, strategies of the competitors, turnaround strategies, global strategies and strategic control. With that knowledge they would be able to formulate strategies, change strategies if necessary and implement strategies. They will also be able to evaluate strategies and take corrective steps.

#### Unit-I:

Strategic Inputs: Introduction to Strategic Management-Strategic Management and Competitiveness- Technology and Technology change-Vision, Mission and Objectives-Strategic Leaders-Strategic Management process- The External Environment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Analyzing internal organization -Building Core Competencies-Value Chain Analysis, Outsourcing.

Case: Bharti Airtel (Hitt & Ireland page no 4). Case: ITC Limited (Hitt & Ireland page no 30).

#### Unit-II:

Formulation of Strategic Actions: Business level strategy-Effectively managing relationships with Customers- the purpose of Business strategy. Competitive Rivalry and Dynamics- A Model of Competitive Rivalry-Competitor Analysis-Drivers of Competitive actions and responses-Competitive rivalry and dynamics.

Case: Bajaj Auto limited (Hitt & Ireland Page no 80).

Case: Coca cola Vs Pepsi in India (Hitt & Ireland page. no108)

#### Unit-III:

Corporate level Strategy- Levels of Diversifications and reasons-Value creating diversifications. Strategic Acquisitions & Restructuring- Popularity of Mergers & Acquisitions strategies, problems in achieving Acquisition Success- Restructuring.

Case : Foster's Group Diversification into the Wine Business (Hitt & Ireland Page 150)

Case: Merger and Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland page 154) Focus : Troubles in the Godrej – P & G Alliance(Hitt & Ireland page. no 223)

#### Unit-IV:

Global Strategy-Identifying International Opportunities and international Strategies-Strategic competitive Outcomes and risk in an international Environment. Corporate Implications for strategy-Strategic Alliances- corporate level cooperative strategy, Competitive risk with Cooperative strategies.

Case: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Ireland page. no 176).

Case: Using Cooperative Strategies at IBM (Hitt & Ireland page 206)

#### Unit-V:

Structure and Controls with Organizations-Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy- Entrepreneurial Implications for Strategy. Fundamental principles of Ethics, Professional Ethics, Ethics of Finance & Accounting professionals, Cyber crimes, Ethics & Human rights

Case 1 CISCO's Evolution of Strategy and Structure. (Hitt & Ireland page. no 256) Case 2 Selecting a new CEO (Hitt & Ireland page no 282)

Case 3 The Continuing innovation revolution at Amazon: The kindle and E-books(Hitt & Ireland page 304)

**REFERENCES:**

- Hitt & Ireland and Manikutty,” Strategic Management: A South Asian Perspective”: Cengage Learning, 9e, 2012
- Mital; Cases in Strategic Management; 3<sup>rd</sup> Edition, TMH, 2015.
- Mason A Carpenter et al.”Strategic Management: A dynamic Perspective” Pearson, 2e, 2012.
- A Nag” Strategic Management: Analysis, Implementation & Control “Vikas Publishing house, 2012.
- Adrian & Alison” Strategic Management: Theory & Application” Oxford University Press, 2010.
- C.L.Bansal, Business and Corporate Laws, 1/e, Excel Books, 2006





## MBA III SEM

### RESEARCH METHODOLOGY

(Students must read text book. Faculty are free to choose any other cases)

**Course Aim:** To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

**Learning Outcome:** Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA programme. They will be able to analyse the data statistically.

#### Unit-I:

**Research Methodology:** Overview of Research methodology-Research problems, Types of Research

,Research process-Ethics in business research-limitations of social science research. observation studies and research.

#### Unit-II:

**Design of Business research-** Research design an overview : Qualitative research Vs Quantitative Research ,Types of research design, Validity of research design , Types of designs

#### Unit-III:

**Data Collection Methods & Tools**

Primary Data, Secondary Data, designing questionnaire and Schedule of questions, Relevant cases and exercises Sampling methods: Random, Non-Random Techniques, Tabulation, interpretation and analysis of data

#### Unit-IV:

**Measurement of scaling Techniques-** Introduction objectives Qualitative research Vs Quantitative measures, classification /types of measures characteristics/goodness of instruments/measurement of scales. Errors in measurement. Types of scales /Techniques comparative and non-comparative scaling techniques guidelines for deciding scales.

#### Unit-V:

**Report writing & Bibliography:**

Introduction , Objectives , format of a report , classification of the sectors of the report, PowerPoint presentations of the reports, Synopsis Vs main report, Footnotes, Importance of hypotheses and objectives in report writing ,Types of reports ,Report format , cover page, preliminary pages, main body , appendices and bibliography , Importance of Excel and SPSS in report writing.

#### REFERENCES:

- Krishna Swamy,Sivakumar,Mathirajan-Management Research Methodology,Pearson,2014
- R.Pannerselvam -Research Methodology-, PHI, 2014
- T N Srivatsava, shailaja rego -Business research Methods-TMH,2014
- Business research Methods -Donald R cooper, Pamela S Schindler
- William .G. Zikmund- Business Research Methods\_Thomson
- Business Research Methods-SL Gupta , Hitesh Gupta



## MBA III SEM

### BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS -SEMINAR

#### A BUSINESS BEST PRACTICES

**Aim:** To enable students to understand the best practices followed by the organizations.

**Learning outcome:** By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices. By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next practices.

The students may choose any of the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model (Level 5)
7. Performance Management System
8. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

**Report:** A report of the best practice must be prepared with the help of the information available in the open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

□ **Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

#### B SUCCESS STORIES OF EMERGING LEADERS

**Aim:** Aim of this course is to understand from real life situations the motivating circumstances for a leader to emerge and the underlying passion and commitment for the causes to which the leader is fully committed. It also aims at understanding how the leader communicates his passion to others and make others motivated to the cause. The leader can be some one who excels in any domain such as science, medicine business, sport, art, literature or public life and belonging to contemporary period or very immediate future (emerging).

**Learning outcome:** After taking up this course, and giving successful presentation at the seminar, the student should be able to understand

1. The compelling circumstance that makes a leader
2. The basic character that makes a strong leader
3. The sustaining forces of leadership
4. Leader- follower relations and dynamics
5. Various types of leadership styles
6. The process of evaluating leadership taking into account the strengths and weakness
7. The art of expert critiquing

The student is expected to take up specifically instances of leadership that made some difference in a domain of his choice in the contemporary age, and after discussing with the Faculty Adviser concerned right at the beginning of the semester, start studying the leader of his choice as approved and make a detailed report for presentation at the seminar. At the seminar expert critiquing by fellow students and teachers must be encouraged for meaningful evaluation and feedback.

**References:** The student must look for specific references related to the story of his/her leader and must include in the report.



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## MBA IV SEM

### ENTREPRENEURSHIP

**Aim:** The aim of this subject is to inspire students to become entrepreneurs so that they will emerge as job providers rather than job seekers.

**Learning Outcome:** By the end of this course the students should be able to understand the mindset of the entrepreneurs, identify ventures for launching, develop an idea on the legal framework and also understand strategic perspectives in entrepreneurship.

#### Unit-I:

Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Case1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

#### Unit-II:

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations- Corporate Entrepreneurial Mindsetthe nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy- sustaining corporate entrepreneurship

Case : Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228).

#### Unit-III:

Launching Entrepreneurial Ventures- opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity process-Innovation and entrepreneurship-Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid disadvantage of Franchising.

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48).

Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48).

Case 3: Pets.com (Arya Kumar P.No. 88)

Case 4: creativity in start-ups (Arya Kumar P.No. 166)

Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)

#### Unit-IV:

Legal challenges of Entrepreneurship-Intellectual property protection-Patents, Copyrights Trademarks and Trade secrets-Avoiding trademark pitfalls-Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation process-Feasibility criteria approach.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case 2: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128).

Case 3: Google (Arya Kumar P.No. 248)

Case 4: Tata Motors – Nano (Arya Kumar P.No. 279)

#### Unit-V:

Strategic perspectives in entrepreneurship- Strategic planning-Strategic actions- strategic positioning- Business stabilization-Building the adaptive firms-Understanding the growth stage-Unique managerial concern of growing ventures.

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452). Case 2: Public

Sector - address seed capital (David H.Holt, Page 453).

#### REFERENCES:

- D F Kuratko and T V Rao “Entrepreneurship- A South-Asian Perspective “Cengage Learning, 1/e, 2012.

- Arya Kumar “**Entrepreneurship- creating and leading an entrepreneurial organization**” Pearson 2012.
- Richard Blundel” Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
- David H Holt” Entrepreneurship:New Venture Creation” PHI,2013.
- Robert Hisrich et al “Entrepreneurship” 6th e, TMH, 2012.
- Nandan H, Fundamentals of Entrepreneurship, PHI, 2013



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## MBA IV SEM

### MANAGEMENT OF TECHNOLOGY

The Objective of the course is to expose students to the importance of technology in conduct of business and its skillful management for optimum results.

#### **\*Students need Discounting Table and Statistical Table to solve problem Unit – I:**

The Process of Technological Innovation: The Need for a Conceptual Approach, Technological Innovation as a Conversion Process Factors Contributing to Successful Technological Innovation. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development- Techniques For Creative Problem Solving.

#### **Unit-II:**

Financial Evaluation of Research and Development Projects: The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

#### **Unit -III:**

Research and Development: Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialisation of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

#### **Unit-IV:**

Technological Forecasting For Decision Making: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organisation For Technological Forecasting, Current Status.

#### **Unit -V:**

Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

#### **REFERENCES**

- Tarek Khalil: Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2015.
- V.K.Narayanan: Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
- Norma Harison and Samson: Technology management – Text and cases, TMH, 2015
- Shane: Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
- Khandwala: Corporate Creativity, TMH, 2015.
- Lucy C. Morse , Daniel L. Babcock : Managing Engineering and Technology (6th Edition), Person



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## MBA IV SEM

### PRE SUBMISSION OF PROJECT - SEMINAR

**Aim:** The final project work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating research methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the project report.

#### **Outcome of the process:**

The process of pre- submission seminar would enable the student to put across his work on the project for critical assessment and provide an opportunity to make any online corrections or incorporate suggestion for better and improved work.



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MBA IV SEM

## COMPREHENSIVE VIVA:

**Aim:** Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva *inter alia* will enable student to face any job interview and tests on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the subjects learnt in the entire programme of MBA.

**Expected outcome:-** The following outcomes are expected after the student successfully completes the process of Comprehensive Viva.

1. Firm grounding of fundamentals of core subjects of management.
2. The ability to put across the concepts with ease and good clarity.
3. The ability to use the theoretical framework to solve specific management problems.
4. Demonstrating one's competency in management subjects.

The student is expected to face questions on any core subjects of management as well as all the subjects of his/her specific stream of elective and provide answer convincingly.



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MBA

## CONSUMER BEHAVIOR

(Marketing Elective)

**Aim:** The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

**Learning outcome:** After reading the text and discussing the cases the student should be able to understand the environmental influences on consumer behaviour, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

### Unit-I

**Understanding Consumer Behaviour:** Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**Case:** Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter page no: 514-515)

### Unit-II

**Environmental Influences on Consumer behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

**Case :** Fashion label- 'Gini & Jony' (Suja R.Nair ,page no 351-352)

**Case :** Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, page no 293-297)

**Case :** Nescafe Instant Coffee (Ramanuj Majumdar page no 311-316)

### Unit-III

**Consumer as an Individual:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

**Case :** Titan watches (Ramanuj Majumdar, page no 303-306)

**Case :** Handling of down-age syndrome (Suja R.Nair , page no 227-228)

### Unit-IV

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

**Case :** Mac Vs. Pc (Michael R.Solomon page no 330-331)

**Case :** The story of Innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

### Unit-V

**Consumerism and Ethics:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

**Case:** Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400-401)

## REFERENCES

- David L. Loudon and Albert J.Della Bitta, **Consumer Behaviour, TMH, Fourth Edition, 2011.**
- S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
- Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2015.
- Ramneek kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
- Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
- Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.





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MBA

## SALES AND DISTRIBUTION

(Marketing Elective)

**Aim:** The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

**Learning outcome:** After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

### Unit-I

**Introduction to Sales Management:** Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

**Case:** Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still page no 104,105)

**Case:** United air flow manufacturer of household appliances sales persons job. (Richard R.Still page no 115 to 118)

### Unit-II

**Sales Planning and Budgeting:** Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

**Case:** Augsburg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605)

**Case:** Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

### Unit-III

**Sales Force Management:** Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

**Case: 1** Adjusting Compensation Plan to Motivate Sales Representatives ( K.Sridhara Batt, page no 576 to 577)

**Case: 2** Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)

### Unit-IV

**Introduction to Distribution Management** Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

**Case: 1** Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620)

**Case: 2** The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

### Unit-V

**Managing Channel Institutions** Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

**Case: 1** Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaldar, Vasant page no 461)

**Case: 2** Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719)

### REFERENCES

- Krishna K Havaldar, Vasnt M Cavale, Sales and Distribution Management, 2<sup>nd</sup> edition, TMH, 2011.
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5<sup>th</sup> edition, Pearson, 2011
- Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2<sup>nd</sup> edition Oxford.
- S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.
- K.Sridhara Bhat , Sales and Distribution Management, 1<sup>st</sup> , HPH, 2011.



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## MBA

### INTEGRATED MARKETING COMMUNICATION

(Marketing Elective)

**Aim:** The aim of this course is to enable MBA students to understand management of marketing communication, communication mix and ethical aspects of marketing communication.

**Learning outcome:** After reading the text and discussing the cases the students should be able to understand integrated marketing communication, budgeting, sales promotion, media planning and ethical aspects.

#### Unit-I

**Understanding Integrated Marketing Communication:** Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

**Case :** Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

#### Unit-II

**Budgeting, Objectives and Evaluation of IMC:** Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, Conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC.

**Case :** The Premium Milk Food Private Ltd. (Kruti Shah page no 820)

**Case :** Archias, Advertising (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

#### Unit-III

**Marketing Communication Mix I:** Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

**Case :** Tata Salt (Part I,II,III) (Kruti Shah page no 282,284,310-311,367-372)

#### Unit-IV

**Marketing Communication Mix II:** Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

**Case :** Amul taste of India (Kruti Shah page no 793)

**Case :** Rasha Prankees promotion (Kruti Shah page no 600)

#### Unit-V

**Regulation, Social and Ethical Aspects of Advertising and Promotion:-** Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising.

**Case :** Surrogate advertising (Jai shri Jethwaney page no 475-480)

**Case :** The Unilever experience (Jai shri Jethwaney page no 606)

**REFERENCES:**

- **Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.**
- Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
- George E Belch, Michael A Belch , Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2015.
- Semenile , Allen, O Guinn , Kaufmann, Advetising and Promotions, An Integrated brand approach, Cengage, 6<sup>th</sup> edition , 2012.
- SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3<sup>rd</sup> edition , Excel Books, 2011.
- Terence A. Shimp, Integrated Marketing communication Advertising and Promotion, 8<sup>th</sup> edition Cengage Learning , 2012.



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MBA

## RETAILING MANGEMENT (Marketing Elective)

**Course Aim:** To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

**Learning outcome:** The students will learn the Modern Retailing Concepts and will able to link it to cases to understand the present Retailing Trends.

The students will be able to understand shopping environment, retail formats, functions, retail operation and promotion.

### Unit-I

**Introduction to Retail Management** - Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

**Case:** The Classic story.(Aditya page no 283)

**Case:** The Panwallah. (Aditya Prakash page no 287)

### Unit-II

**Understanding Shoppers & Shopping** - Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

**Case:** Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474)

**Case:** Changing Indian Consumers. (Aditya page no 258)

**Case:** Tanishq. (Suja Nair page no 440)

### Unit-III

**Delivering Value through Retail Functions** - Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

**Case:** Nirula's. (Suja Nair Page no 448)

**Case:** Hot Breads. (Suja Nair page no 452)

**Case:** McDonalds India. (Suja Nair page no 459)

**Case:** Automobile and Niche Marketing ( Dr. Harjit Singh page no 417)

### Unit-IV

**Pricing & Supply Chain Management** - Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

**Case:** Café Coffee Day. (Suja Nair page no 434)

**Case:** Shoppers stop. (Suja Nair page no 470)

### Unit-V

**Retail Buying & Managing Retail Operations**-objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, buyer-responsibilities, merchandising & assortment plans- merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers.

**Case:** Godrej and Boyce's. (Suja Nair page no 466)

TEXT BOOK

- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2<sup>nd</sup> Edition, Oxford, 2012.

- Lusch, Dunne, Carver, Introduction to Retailing, 7<sup>th</sup> Edition, Cengage Learning, 2015.
- **Suja Nair**, Retail Management, Himalaya Publication House, 2012.
- **Aditya Prakash** Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
- Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.



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MBA

## SERVICES MARKETING

(Marketing Elective)

**Course Aim:** To facilitate the students about the concepts of Services Marketing through cases.

**Learning Objective:** The objective of the course is to provide a deeper insight into the Marketing Management of companies offering Services as product. The students will be able to understand the characteristics of services, understand consumer behaviour in services, align service design and standards, delivering service, managing services promises.

### Unit-I

**Foundations of Service Marketing:** What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

**Case 1:** The United Indian Bank (Govind Apte Page no 55-56)

**Case 2:** Online air travel: Expedia, Orbitz and Travelocity lead the pack ( John E.G.Bateson Page no 82- 83)

### Unit-II

**Focus on the Consumer:** Consumer behaviour in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

**Case1:** The Crestwood Inn, (John E.G.Bateson Page no 320-321)

**Case 2:** Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

### Unit-III

**Aligning Service Design and Standards:** Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

**Case 1:** Physical evidence a case of KF. (Vinnie Jauhari Page 236-238).

**Case 2:** IT Trainers Limited. (Govind Apte Page no 186).

### Unit-IV

**Delivering and Performing Service:** Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

**Case 1:** Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336).

**Case 2:** Total Assurance Ltd. (Govind Apte Page 207-208).

### Unit-V

**Managing Service Promises:** Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions.

**Case 1:** Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

## REFERENCES

- Christoper lovelock, Jochen wirtz, Jayanta Chatterjee, Services Marketing, 7<sup>th</sup> edition Pearson 2015

- **Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.**
- John E.G. Bateson, K. Douglas Hoffman : Services Marketing, Cengage Learning, Fourth Edition, 2012.
- Harsh V. Varma: Services Marketing text and cases, Pearson, Second edition, 2012.
- Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press, 2012.
- Govind Apte : Services Marketing, Oxford Press, 2011.





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(Aziz Nagar, C.B.Post, Hyderabad -500075)

MBA

## INTERNATIONAL MARKETING

(Marketing Elective)

**Course Aim:** To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

**Learning Objective:** The objective of the course is to provide a deeper insight into the global marketing management, environment of global markets, assessing global market opportunities, developing and implementing global marketing strategies.

### Unit-I

**Introduction to International Marketing:** Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets. **Case:** 1 Starbucks –going Global fast. (Philip, John, Prashant Text )

### Unit-II

**Environment of Global Markets:** Types: Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Case: 1 IKEA Catalogue. (Svend & Madhurima -Pearson page no 242) Case: 2 Mc. Donalds and obesity. (Philip John Prashant Text )

### Unit-III

**Assessing Global Market Opportunities:** Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

Case:1 Reliance Entertainment(Svend & Madhurima, Pearson page no 312) Case:2 Mahindra & Mahindra (Svend & Madhurima,Pearson page no 356) Case:3. IMAX corporation (Svend & Madhurima, Pearson page no 412)

### Unit-IV

**Developing Global Market strategies:** Segmentation product & services decisions for consumers and Business: Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Case:1 Harley-Davidson:-Price level (Svend & Madhurima,pearson page no 510) Case:2 Mc Donalds Great Britain –the Turnaround (Text page no 793)

### Unit-V

**Implementing Global marketing strategies:** Negotiation with customers and selection method, E- Marketing channels organization & controlling of the global marketing programme.

Case: 1 NTT DOCOMO (Svend & Madhurima,Pearson page no 709)

### REFERENCES:

- Philip R. Cateora, John L graham, Prashant Salwan, **International Marketing -15<sup>th</sup> edition – TMH-2011.**
- Svend Hollensen, Madhumita Benerjee-Global Marketing-4<sup>th</sup> Edition- Pearson-2010.
- *Rajagopal –International Marketing-2<sup>nd</sup> Edition –Vikas-2011*
- Justin Paul, International Marketing – Text and Cases, TMH, 2015.
- Kiefer Lee, Steve Carter-Global Marketing Management-3<sup>rd</sup> edition-Oxford-2011.
- Francis Cherunilam- International Marketing-12<sup>th</sup> Edition-HPH-2012.



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MBA

## STRATEGIC MANAGEMENT ACCOUNTING (Finance Elective)

**Course Objective:** The objective of the course is to enable the students to the components of product cost, their calculation methods, and their control.

### UNIT I

**Introduction to Management Accounting, Cost Analysis and Control:** Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing.

### UNIT II

**Costing for Specific Industries:** Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by- products and equivalent production.

### UNIT III

**Marginal Costing I:** Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

### UNIT IV

**Marginal Costing II:** Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

### UNIT V

**Budgetary Control:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit. **Standard Costing:** Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.

### Suggested Readings:

- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012
- S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
- M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
- Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
- Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006



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MBA

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (Finance Elective)

**Course Objective:** The objective of the course is to develop students' knowledge, skills and competencies in employing different methodologies and techniques for managing the market, credit and operational risks in security analysis and Investment Management and other related risks.

### UNIT I

**Investments:** Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.

### UNIT II

**Security Analysis:** Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

### UNIT III

**Analysis and Valuation of Bonds:** Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.

### UNIT IV

**Equity Valuation Models:** Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

### UNIT V

**Portfolio Management:** Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio- Markowitz Model, Capital Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return. Performance of Portfolio – Meaning – Models - Jenson's Model. Sharpe's Model and Trynor's Model – Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

### REFERENCES:

- William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments Prentice Hall, 2012.
- Donald E, Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.
- Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.
- R.J.Fuller and J.L.Farrel, Modern Investments and Security Analysis, McGraw Hill
- Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
- Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management, 7/e Thomsom Publications, 2006.



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MBA

## FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

(Finance Elective)

**Course Objective:** The objective of the course is to provide to students an understanding of Financial Markets, the major Institutions involved and the Services offered within this framework.

### UNIT I

**Introduction:** The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms after 1991 - Regulatory and Promotional Institutions: Functions and Role of RBI, Role and functions of SEBI, performance of Non-Statutory Financial Organizations: IFCI, IRBI, NABARD, SIDBI and SFCs.

### UNIT II

**Banking Institutions:** Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition, Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Exchange rates, Lending/ Deposit rates; Co-operative Banks

- Role, Govt. initiatives to strengthen Co-operative Banks.

### UNIT III

**Non Banking Financial Institutions:** Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI.

Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Bancassurance, Role of IRDA, Challenges faced by Insurance Sector.

### UNIT IV

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills Market, Commercial Bills Market, Commercial paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement, SEBI and Regulation of Primary and Secondary Markets.

### UNIT V

**Asset/Fund Based Financial Services:** Lease Finance, Consumer Credit and Hire purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory services: Stock Broking, Credit Rating.

### Suggested Readings:

- L.M. Bhole: Financial Institutions and Markets, TMH, 2009.
- E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013.
- Pathak: Indian Financial Systems, Pearson, 2009
- M.Y. Khan: Financial Services, TMH, 2009.
- S. Gurusamy: Financial Services and System, Cengage, 2009
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.



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**MBA**

## **STRATEGIC INVESTMENT AND FINANCING DECISIONS (Finance Elective)**

**Aim:** To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions with in an organization. To develop an understanding of the various strategies that are in use to trade off risk and return

**Learning Outcome:** To explain the role and nature of investment and financial strategies and its relationship to maximization of wealth/shareholders value. To examine various risk models in capital budgeting. To evaluate the motives for financial implications of mergers and acquisitions and lease financing. To discuss the impact of general and specific inflation on financial and investment strategy decisions.

### **Unit-I**

Investment decisions under conditions of Risk and uncertainty: Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.

### **Unit-II**

Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

### **Unit-III**

Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

### **Unit-IV**

Strategic Analysis of selected investment decisions: Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

### **Unit-V**

Financing Decisions: Mergers and Acquisitions Basic Issues, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

### **REFERENCES :**

- **Ravi M Kishore “Strategic Financial Management, Taxman 2012.**
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
- I.M. Pandey: Financial Management, Vikas 2012.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.



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MBA

## INTERNATIONAL FINANCIAL MANAGEMENT (Finance Elective)

**Course Aim:** To give an understanding about MNC Financial Management.

**Learning Outcome:** The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

### Unit-I

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

### Unit-II

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

### Unit-III

Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

### Unit-IV

(a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

### Unit-V

Asset-liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

### TEXT BOOKS:

- **Jeff Madura: International Corporate Management, Cengage, 2012.**
- Alan C. Shapiro: Multinational Financial Management, John Wiley, 2012
- Sharan. V: International Financial Management 5Th Ed. PHI 2012
- Madhu Vij: International Financial Management, Excel, 2012.
- Ephraim Clark: International Finance, , Second Edition, Thomson.
- P.G. Apte: International Financial Management, TMH 2012.



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MBA

## FINANCIAL DERIVATIVES (Finance Elective)

**Aim:** To give an understanding about the derivatives in stock, commodity and Forex markets.

**Learning Outcome:** The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc

### Unit-I

**Introduction to Derivatives** – Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

### Unit-II

**Future and Forward Market** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

### Unit-III

**(a) Options** – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

**(b) Basic Option Strategies**, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

### Unit-IV

**Commodity Market Derivatives-** Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer : M.Ranganatham & R.Madhumathi)

### Unit-V

**Swaps** – Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

### REFERENCES :

- **John C Hull: Options, Futures and other derivatives, Pearson, 2012.**
- Robert A Strong: Derivatives – An Introduction, Thomson, 2012
- Gupta: Financial Derivatives, PHI 2012
- Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
- Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
- Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.



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MBA

## PERFORMANCE MANAGEMENT

(HR Elective)

**Course Aim:** To give an understanding about performance management and reward system linked with performance.

**Learning Outcome:** The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.

### Unit-I

Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

**Case:** Performance Management at Network Solutions, Inc (Herman Aguinis page no 26)

**Case:** Performance Management at the University of Ghana (Herman Aguinis page no 48)

### Unit-II

Defining performance and choosing a Measurement Approach, Measuring Results and Behaviours. Gathering performance Information, Implementing a performance Management System.

**Case:** Accountabilities, Objectives and Standards (Herman Aguinis page no 115)

**Case:** Evaluating the appraisal form used by a Grocery Retailer ((Herman Aguinis page no 145)

### Unit-III

Performance Management and employee development, Performance Management skills.

**Case:** Implementation of 360 degree feed back system at Ridge intellectual (Herman Aguinis page no 204)

**Case:** Was Robert Eaton A Good Coach (Herman Aguinis page no 233)

### Unit-IV

Reward Systems and legal issues, Managing Team performance.

**Case:** Possible Illegal Discrimination at Tractors, Inc.

(Herman Aguinis page no 265)

**Case:** Team Performance Management at Duke University Health systems. (Herman Aguinis no 283)

### Unit-V

Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

**Case:** BHEL, EVA Incentive Schemes: (B D Singh page no 589)

**Case:** The TCS Approach and experience (B D Singh page no 601)

**Case:** NTPC Performance Management System (B D Singh page no 632)

**Case:** Performance Management system (PMS) at Bharti Telecom (B D Singh page no 663)

### REFERENCES

- Herman Aguinis, "Performance Management" Pearson, 2012.
- Lance A Berger & Dorothy R Berger "The Talent Management Hand Book" 2<sup>nd</sup> edition TMH, 2015.
- B D Singh, "Performance Management System- a holistic approach" excel Books, 2010
- Prem Chadha "Performance management" Macmillan, 2012.
- Srinivas K Kandula "Performance Management" PHI, 2010.
- R K Sahu : Performance Management System, Excel, 2015.





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## TRAINING FOR DEVELOPMENT

(HR Elective)

**Course Aim:** To enable the students to understand the design of training, implementation and evaluation of training programs in the organization.

**Learning Outcome:** The student after completing the course will be familiar with how to do training need analysis, understand various training methods, design training programs, implement training programs and evaluate effectiveness of training programs.

### Unit-I

**Training in organizations:** Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process.

Case : Taking Charge at Domtar : What it takes for a turnaround? (Nick Blanchard) Case :LG Electronics ((Nick Blanchard)

Case : The wilderness training lab((Nick Blanchard)

### Unit-II

**Need Analysis and Training design:** The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory.

Case : Developing a training package at westcan (Nick Blanchard) Case : The Training program (Fabrics Inc.) (Nick Blanchard)

### Unit-III

**Training methods:** Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

Case : Training & Development at Godrej. (Nick Blanchard)

### Unit-IV

**Implementation & Evaluation of Training:** Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation.

Case : Jack goes to training. (Nick Blanchard)

Case : Training designed to change behavior and attitude. (Nick Blanchard)

### Unit-V

**Areas of organizational Training:** Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

Case : The competent employee. (Nick Blanchard)

### REFERENCES :

- P.Nick Blanchard, James W. Thacker, A.Anand Ram, " Effective Training" 4e, Pearson, 2012.
- Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.
- Rolf Lynton, Uday Pareek "Training for Development" Sage, 2012.
- Jean Barbazette-Training Needs Assessment: Methods, Tools, and Techniques- Wiley,2014
- Raynold A. Svenson-The Training and Development Strategic Plan Workbook- PHI-2014
- John Pulparampil- Training for Development-Thompson publications-2014



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## MANAGEMENT OF INDUSTRIAL RELATIONS (HR Elective)

**Course Aim:** The aim of the course is to enable HR elective students develop awareness towards labour laws. The students will understand how to deal with legal problems emanating from employer and employee relations in organizations.

**Learning Outcome:** The student understands the industrial relations, its importance in HR and various Labour Laws like Factories Act, Wage and Bonus Act and Dispute Preventive and Corrective Mechanisms. They will also understand the role of Trade Unions, Settlement of disputes, Collective Bargaining, Wage Policy.

### Unit-I

Industrial Relations: Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union, Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices:

Case 1. Let us get back to work (p.no. 720, C.B.Mamoria)

Case 2. A case of complicated multi-union manoeuvres (J.A. Kulkarni)

### Unit-II

Settlement of Disputes: Role of state Dispute Settlement Machinery and its instruments, Legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure.

Case 1. Stop the shouting game please (p.no. 760, C.B.Mamoria) Case 2. The dish

ends ltd. (p.no.07, J.A. Kulkarni)

### Unit-III

Collective Bargaining, Conciliation, Arbitration, Adjudication, The Industrial Dispute Act 1947, Labour Welfare work, Labour Welfare officer, Worker's Participation.

Case 1.who is to be blammed (p.no. 685, C.B.Mamoria)

### Unit-IV

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act,1965

Case 1. Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria)

### Unit-V

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change. Case 1.

Organizations and unions working as partners (p.no. 738, C.B.Mamoria)

### TEXT BOOK:

- Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House.2012.
- C.B.Mamoria, VSP Rao "personnel management- text & cases", Himalaya Publishers 15<sup>th</sup> edition, 2012.
- J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, " case studies in amangement", pearson, 2011.
- Padhi " Labour and Industrial Relations" PHI, 2012.
- Arun Monappa,Ranjeet Nambudiri,Selvaraj " Industrial Relations and Labour Laws" , TMH,2012
- Ratna Sen "Industrial Relations-Text and cases "Macmillan Publishers,2011.



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## COMPENSATION & REWARD MANAGEMENT (HR Elective)

**Course Aim:** It enables the student understand the concepts issues and challenges of compensation and reward management.

**Learning Outcome:** The student understands how to design the compensation for various levels of jobs in the organization, designing the compensation for special groups. Government and legal issues in compensation design.

### Unit-I

The Pay Model Strategy: The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures.

Case: So you want to lead an orchestra (George T Milkovich page no 72) Case: Job Evaluation at whole foods (George T Milkovich page no 125)

### Unit-II

Defining Competitiveness, Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans.

Case: Burger Boy(George T Milkovich page no 249)

Case: Incentives in the club House(George T Milkovich page no 279)

### Unit-III

Performance Appraisals, Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits.

Case: Merit pay: Making policies and practices that work (George T Milkovich page no 319)

### Unit-IV

Compensation of Special Groups, Union role in wage and Salary administration. International pay systems.

Case: Compensation of special groups (George T Milkovich page no 443) Case: Coke and IBM(George T Milkovich page no 491)

### Unit-V

Government and legal issues in compensation Public sector pay Management: Making it work. Case: Communicating by copier(George T Milkovich page no 575)

### TEXT BOOK:

- **George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH,2015.**
- B D Singh “Compensation and Reward Management” Excel books,2012
- Joseph J.Martocchio “Strategic Compensation” Pearson, 2012.
- Kanchan Bhatia “Compensation Management” Himalaya, 2012.
- Henderson “Compensation Management in a Knowledge Based World” 3e, Pearson, 2012.
- Michale Armstrong” Employee Reward” University Press, 2012.



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MBA

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HR Elective)

### Unit – I

**Introduction to IHRM:** Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

### Unit – II

**International Recruitment and Selection:** Approaches to international Recruitment- ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments

**IHRM practices** – USA, UK, Japan and India A comparative study

### Unit – III:

**Managing HRM In Virtual Organization, Globalization & HRM:** Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage& Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR

### UNIT-IV:

**IHRM Model of India:** Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

### UNIT-V:

**Special Issues in IHRM:** Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of IT on Human Resource Management- IT and HR- out sourcing HR-Globalization, Quality of Work life and productivity- Reorienting work force through HR Interventions – Women expatriates and their problems – Exit policy and practices – Impact on participative Management and Quality circles.

### REFERENCES:

1. N. Sengupta&Mousumi, S.Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
6. Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007



# Vidya Jyothi Institute of Technology (Autonomous)

(Accredited by NBA, Approved By A.I.C.T.E., New Delhi, Permanently Affiliated to JNTU, Hyderabad)

(Aziz Nagar, C.B.Post, Hyderabad -500075)

MBA

## LEADERSHIP AND CHANGE MANAGEMENT (HR Elective)

### Unit – I

**Introduction and Skills approach to leadership:** Definition, Components of Leadership, trait approach to leadership, strengths, criticisms, applications, Skills approach to leadership-Ohio state studies, Michigan studies, Blake and Mouton's Leadership Grid, strengths, criticisms, applications.

Case 1: Developing a leadership pipeline at Infosys (p.no. 27 P.C.Reddy) Case 2: Fostering young leaders (p.no. 48, Uday kumar)

### Unit – II

**Contingency Leadership:** Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, Path-Goal Theory, strengths, criticisms, applications

Case 3: Charismatic leadership & motivation in ABC Ltd. (p.no. 31 P.C.Reddy)

### Unit - III

**and Transformational Leadership:** A model of Transformational Leadership, How does Transformational Leadership defined, Strengths, Criticisms, applications, Servant Leadership, Definition, ten characteristics of Servant Leader, Historical Basis, strengths, criticisms, applications

Case4: Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

### Unit – IV

**Organizational design and change:** strategic level change, Group and team level change, and Individual level change. Organizational Structure, Organizational Culture and Management of Change; Change communication, resistance to change, Organizational learning, power, politics and Organizational change, Ethics and Managing Change, Change Agents and Agency

**Case:** Restructuring at Flexco (Adrian page no 57)

**Case:** Cultural change at Dupont Nylone (Adrian page no 65)

### Unit – V

**Employee Relations and Managing Change:** The Management of Change, Technological Change. Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change.

**Case:** Reward Management at Midland Main Line - Strategic Reward Management (Adrian page no191).

**Case:** Downsizing at Energy Co (Adrian page no 268)

**Case:** Evaluating a possible change to training methods at telesales Incorporated (Adrian page no 300)

### REFERENCES:

1. Peter G. Northouse "Leadership: Theory & Practices" Sage Publications, 2012.
2. Mark Hughes, "Managing Change – a critical perspective", Universities Press, 2011.
3. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders "Managing change", Pearson, 2011.
4. Richerd L. Hughes, Leadership, 6<sup>th</sup> Edition, Mc. Graw Hill, New Delhi
5. Uday kumar Haldar, "leadership & team building", Oxford, 2011
6. Gary Yukl, "Leadership in Organizations" Pearson, 2012.



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MBA

## BUSINESS INTELLIGENCE (Systems Elective)

**Course Aim:** It enables the student understand the concepts of Business Intelligence

**Learning Outcome:** The student understands Data Ware Housing, Data Mining for Business Intelligence, Business Rules and Business Intelligence Implementation.

### Unit-I

Introduction to Business Intelligence-the Business pressure-Responses and support model-Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use-Performance metrics and key performance indicators-horizontal use cases for BI.

Case Study: 1 (Efraim Turban Pg no 26 & 107).

### Unit-II

Data Ware Housing-Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards.

Case Studies: 2 (Efraim Turban.Pg no 125).

### Unit-III

Data mining for Business Intelligence-Data mining concepts and definitions-Data mining applications- Artificial neural Networks for data mining. Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

Case Studies :3 (Efraim Turban.Pg no 228)

### Unit-IV

Business Rules-the value preposition of business rules-Business rules approach-Business rule system- sources of business rules and management approach.

### Unit-V

Business intelligence implementation-Business Intelligence and integration implementation-connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI.

## REFERENCES

- Efraim Turban et al. "Business Intelligence" 2e, Pearson Education, 2012.
- David Loshin "Business Intelligence" 2e, Elsevier, 2012.
- Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2012.
- Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH, 2011.
- Nina Godbole & Sunit Belapure "Cyber Security" Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.



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MBA

## DATABASE MANGEMENT SYSTEMS (Systems Elective)

The objective of the course is to give an understanding Data Warehousing and Data Management concept

### Unit-I

Managing Data: Individual Data Management, Organizational Data Management, Components of Organizational Memory, Evaluation of Database Technology File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

### Unit-II

Database Systems in the Organisations: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLDC)

### Unit-III

Risks and Costs of Database: Organizational Conflicts – Development Project Failures – System Failure – Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture

### Unit-IV

Data warehousing Introduction: What is a Data warehouse, who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts. The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi- Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data – Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.

### Unit-V

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use. Constructing A Data warehouse System: Stages of the Project - The Planning Stage – Justifying the Data warehouse – Obtaining User Buy-in – Overcoming Resistance to the Data warehouse – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage – The Data warehouse Data Base – The Analysis Architecture – Data warehouse Hard Ware.

### REFERENCES:

- Richard T Watson: Data Management Data Bases and Organisations, 5/E , Wiley – India, 2006
- Berson Smith, Data Warehousing, Data Mining 7 OLAP, TMH, 2007
- Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education
- Sivanandam, Data Mining Techniques and Tasks, Thomson, 2006
- Gary W Hansen, James V Hansen: Data Base Management and Design, 3E, PHI – 2006
- Michael J.A. Berry, Gordon S.Linoff, Data Mining Techniques, 2/e, Wiley -India, 2005.



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MBA

## DECISION SUPPORT SYSTEM (Systems Elective)

**Course Aim:** It enables the student understand how to build and implement Decision Support system.

**Learning Outcome:** The student understands Decision Support System benefits, types, building and implementation, DSS Software tools, Group Decision Supportive System, and Data Warehousing.

### Unit-I

Introduction to Decision Support System (DSS)- How DSS evolved- DSS Benefits-Systems, Information Quality and Models- Dataflow diagram Information quality- Types of DSS- DSS hierarchy- Generalizing DSS categories.  
Cases.

### Unit-II

Building and implementing DSS- DSS on the center corporate systems- Internet and client/ Server computing in DSS- DSS on stand alone system-Choosing a DSS Gardware environment.  
Cases.

### Unit-III

DSS software tools- Standard Package-specialized tools and Generators-Programming language for DSS- Building DSS- DSS development process-Project development participants-Overcoming Resistance of Change- Models in DSS.  
Cases.

### Unit-IV

Group Decision Support System- Why group DSS? –Group Vs Individual activities-Media richness and Task Types-Types of Group DSS-Group DSS in use today-Group ware products.  
Cases.

### Unit-V

Data Warehousing- What is DW-DW concepts- The DW database-Database structure-Getting the data into the data warehouse-Metadata.  
Cases.

### REFERENCES:

- **Efrem G.Mallach” Decision Support and Data Warehouse Systems” TMH,2012**
- Efraim Turban “Decision Support and Busines Intelligence Systms” Pearson , 2012.
- Dhiraj Sharma: Foundations of I T, Excel, 2015.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.





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MBA

## E-BUSINESS (Systems Elective)

**Course Aim:** It enables the student understand the concepts of Electronic Business.

**Learning Outcome:** The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E-Business.

### Unit-I

Electronic Business- Understanding new Internet Economy and Business-E-business an e-commerce- Features of E-Business- Advantages of E-Business- Business Environment-Establishing E-Business.

Case : Barnes & Noble and Amazon. Com (Ref 1- Kulkarni).

### Unit-II

E-Business Models- E-Business Structure- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models.

Case: B2C model at Aradhana Tours. ( Ref 1 Kulkarni)

### Unit-III

Creating E-Business plans- software programs to create a business- Phases /Aspects of E-Business- e- Marketing and sales Strategies-website and portal management.

Case” FLOP (ref 1 :Kulkarni)

### Unit-IV

E-Business Applications- Charactersttics o E-Business applications-Project palming approach for E- Business applications- Application Integration- application in various domains.

Case Nokia ( Ref 1 Kulkarni)

### Unit-V

Securing your e-business- risk Management- business continuity planning-Network and web site security- web sire Defacement- Security audit and Penetration Testing.

Case: Asmi Agencies-e-market ( Ref 1 Kulkarni)

### REFERENCES:

- Kulkarni et al. “E-Business” Oxford, 2012.
- Dave chaffey, e-business & e- commerce management- strategy, implementation and practice, 5th edition, pearson, 2015.
- Napier et al “ Creating A Winning E-Business” Cengage, 2012.
- Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2015.
- Elias M Awad, Electronic Commerce, PHI,2012
- Jawadekar, MIS Text and Cases, TMH, 2012.



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MBA

## CYBER SECURITY (SYSTEMS ELECTIVE)

**Course Aim:** It enables the student to understand Cyber crime, Tools and methods used in cyber crime and Cyber Security.

**Learning Outcome:** The student understands the cyber crimes. Computer forensic system, and Cyber Security.

### Unit-I

Cyber crime: Mobile and Wireless devices-Trend mobility-authentication service security-Attacks on mobile phones-mobile phone security Implications for organizations-Organizational measurement for Handling mobile-Security policies and measures in mobile computing era.

Cases.

### Unit-II

Tools and methods used in cyber crime-Proxy servers and Anonymizers- Phishing- Password cracking- Key loggers and Spy wares-Virus and worms-Trojan Horse and Backdoors-Steganography-SQL Injection-Buffer overflow-Attacks on wireless network.

Cases.

### Unit-III

Understanding computer forensic-Historical background of cyber forensic-Forensic analysis of e-mail- Digital forensic life cycle-Network forensic-Setting up a computer forensic Laboratory-Relevance of the OSI 7 Layer model to computer Forensic-Computer forensic from compliance perspectives.

Cases.

### Unit-IV

Forensic of Hand –Held Devices-Understanding cell phone working characteristics-Hand-Held devices and digital forensic-Toolkits for Hand-Held device-Forensic of i-pod and digital music devices-Techno legal Challenges with evidence from hand-held Devices.

Cases.

### Unit-V

Cyber Security –Organizational implications-cost of cybercrimes and IPR issues-Web threats for organizations: the evils and Perils-Social media marketing-Security and privacy Implications-Protecting people privacy in the organizations-Forensic best practices for organizations.

Cases.

### REFERENCES:

- Nina Godbole & Sunit Belapure “Cyber Security”, Wiley India, 2012.
- Harish Chander, “cyber laws & IT protection”, PHI learning pvt.ltd, 2012.
- Dhiren R Patel, “Information security theory & practice”, PHI learning pvt ltd, 2010.
- MS.M.K.Geetha & Ms.Swapne Raman”Cyber Crimes and Fraud Management, ”MACMILLAN, 2012.
- Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2015.
- Vivek Sood, Cyber Law Simplified, TMH, 2012.



Vidya Jyothi Institute of Technology (Autonomous)

**MBA**

**INFORMATION SYSTEM CONTROL AND AUDIT  
(Systems Elective)**

**Course Aim:** It enables the student understand the concepts of Information System and Control.

**Learning Outcome:** *The student understands the audit standards, Audit Process, Computer assistance Audit tools, Managing Audit tools and Strategy and Standards for Auditing.*

**Unit-I**

Audit and review the role of Information Technology-Audit standards-Importance of audit standard independence- AICPA pronouncement- The need for IT audit function- role of the IT auditor-Legal implications.  
Cases.

**Unit-II**

Audit process in a information Technology Environment-Risk Assessment-Audit budget- Objectives and context-preliminary review-Field-work and implementing audit Methodology-Documenting results.  
Cases.

**Unit-III**

Computer Assistance Audit tools- Auditor productivity tools-Flowcharting Techniques-Flowcharting an Analytical tool-Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic.  
Cases.

**Unit-IV**

Managing IT audits- Establish a career development and planning-Evaluating IT audit quality- criteria for IT audit quality-IT auditing in new millennium-code of ethics and professional standards-Private industry- Management consultancy.  
Cases.

**Unit-V**

Strategy and standards for Auditing- Strategic planning- communication- demand management- Architecture and standards-Business architecture- application and information architecture-Architecture functions.  
Cases.

**REFERENCES:**

- **Sandra Senft & Fredrick “Information Technology Control and Audit “ CRC Press, 2012.**
- D PDube, V P Gulati, Information System Audit and Assurance – Includes case studies and checklists from the banking industry, TMH, 2008.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.
- **Subash Chandra Das-Management Control Systems : Principles and Practices-PHI,2014**





## JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

(Established by an Act No.30 of 2008 of A.P. State Legislature)

Kukatpally, Hyderabad – 500 085, Andhra Pradesh (India)

### MASTER OF BUSINESS ADMINISTRATION (MBA) R13

#### COURSE STRUCTURE AND SYLLABUS

##### I SEMESTER

Code	Subjects	Approach	Credits	Marks
13MBA01	Management Fundamentals	Concepts and Cases	3	100
13MBA02	Business Laws & Regulations	Concepts and Cases	3	100
13MBA03	Financial Accounting & Analysis	Concepts & Problem Solving	3	100
13MBA04	Managerial Economics	Concepts and Cases	3	100
13MBA05	Business Environment	Concepts and Cases	3	100
13MBA06	Research Methodology & Statistical Analysis	Concepts & Problem Solving	3	100
13MBA07	Statistical Data Analysis - <b>Practical</b>	MS Excel(LAB)	2	100
13MBA08	Business Communication- <b>Practical</b>	LAB Practice	2	100

##### II SEMESTER

13MBA09	Human Resource Management	Concepts and Cases	3	100
13MBA10	Quantitative Analysis for Business Decisions	Concepts & Problem Solving	3	100
13MBA11	Financial Management	Concepts Cases & Problem Solving	3	100
13MBA12	Management Information system	Concepts and Cases	3	100
13MBA13	Marketing Management	Concepts and Cases	3	100
13MBA14	Business Ethics & Corporate Governance	Concepts and Cases	3	100
13MBA15	Personal Effectiveness - <b>Seminar</b>	Presentations, Group Discussions, Mock interviews in the class.	2	50
13MBA16	Annual Report Analysis - <b>Seminar</b>	Using CMIE Prowess Database/Annual reports of companies & MS-Excel	2	50

##### III SEMESTER

13 NBA 17	Summer Internship- <b>Seminar</b>	Working in any organization during summer vacation	2	50
13MBA18	Production & Operation Management	Concepts, Cases & Problem Solving	3	100
13MBA19	Strategic Management	Concepts and Cases	3	100
13MBA20	Organizational Behaviour	Concepts and Cases	3	100
13MBA21	Business Best Practices – <b>Seminar</b>	Internet & Interaction with Executives	2	50
	Elective 1	Concepts and Cases	3	100
	Elective 2	Concepts and Cases	3	100
	Elective 3	Concepts and Cases	3	100

**IV SEMESTER**

13MBA22	Entrepreneurship	Concepts and Cases	3	100
	Elective 4	Concepts and Cases	3	100
	Elective 5	Concepts and Cases	3	100
	Elective 6	Concepts and Cases	3	100
13MBA23	Success Story of an Entrepreneur- <b>Seminar</b>	Field Visit	2	50
<b>Main Project Work</b>				
13MBA24	<b>Stage-I:</b> Research Methodology for the Main Project Work & Collection of Main Project Related Data from CMIE Prowess DATABASE or any source, or Data collected from the field- <b>Seminar</b>		2	50
13MBA25	<b>Stage-II :</b> Statistical Analysis of Main project data using either Excel, SPSS, MINI TAB, or R- <b>Seminar Presentation</b>		2	50
13MBA26	<b>Stage-III: MAIN PROJECT REPORT &amp; VIVA</b>		4	<b>GRADE</b>
<b>TOTAL CREDITS = 66 CREDITS FOR 22 THEORY SUBJECTS + 22 CREDITS FOR 2 PRACTICALS, 7 SEMINARS AND MAIN PROJECT.</b>			<b>88</b>	<b>2750</b>

**CHOOSE ANY ONE OF THE MARKETING OR FINANCE OR HR OR SYSTEMS ELECTIVES**

<b>MARKETING ELECTIVES</b>				
13MBA27	Consumer Behaviour	Concepts and Cases	3	100
13MBA28	Sales and Distribution	Concepts and Cases	3	100
13MBA29	Integrated Marketing Communications	Concepts and Cases	3	100
13MBA30	Retailing Management	Concepts and Cases	3	100
13MBA31	Services Marketing	Concepts and Cases	3	100
13MBA32	International Marketing	Concepts and Cases	3	100
<b>FINANCE ELECTIVES</b>				
13MBA33	Cost & Management Accounting	Concepts & Problem Solving	3	100
13MBA34	Security Analysis and Portfolio Management	Concepts & Problem Solving	3	100
13MBA35	Financial Institutions, Markets & Services	Concepts & Problem Solving	3	100
13MBA36	Strategic Investment and Financing Decisions	Concepts & Problem Solving	3	100
13MBA37	International Financial Management	Concepts & Problem Solving	3	100
13MBA38	Financial Derivatives	Concepts & Problem Solving	3	100
<b>HR ELECTIVES</b>				
13MBA39	Performance Management	Concepts and Cases	3	100
13MBA40	Training and Development	Concepts and Cases	3	100
13MBA41	Management of Industrial Relations	Concepts and Cases	3	100
13MBA42	Compensation & Reward Management	Concepts and Cases	3	100
13MBA43	Management of Change	Concepts and Cases	3	100
13MBA44	Leadership	Concepts and Cases	3	100
<b>SYSTEMS ELECTIVES</b>				
13MBA45	Business Intelligence	Concepts and Cases	3	100
13MBA46	Enterprise Resource Planning	Concepts and Cases	3	100
13MBA47	Decision Support System	Concepts and Cases	3	100
13MBA48	E-Business	Concepts and Cases	3	100
13MBA49	Cyber Security	Concepts and Cases	3	100
13MBA50	Information System Control and Audit	Concepts and Cases	3	100

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA I-Sem**

**13MBA01      MANAGEMENT FUNDAMENTALS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Learning outcome:**

The students should be able to learn the history of management and the contributions of important management researchers.

They should be able to understand the relevance of environmental scanning, planning and how to take decisions.

The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

**Unit-I:**

**A Brief History of Management:** Classical Theory-Scientific Management, Administrative Theory, Behavioural Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

**Unit-II:**

**Creative Problem Solving and Decision Making:** Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze Alternatives and Select the Most Feasible, Plan, Implement the Decision and Control, Vroom's Participative Decision Making Model.

Case: The Coca-Cola Company (Robert N Lussier page no: 117)

**Unit-III:**

**Strategic and Operational Planning:** Developing the Mission, Analyzing the Environment, Setting Objectives, Corporate Strategies, Business Strategies, Operational Planning, Implementing and Controlling Strategies. Time Management.

Case: Dunkin's Donuts (Robert N Lussier page no: 151)

**Unit-IV:**

**Organizing and Delegating Work:** Principles of Organizing, Authority, Organizational Design, Job Design, Organizing Yourself and Delegating. Relation between Authority, Power and Influence. Leadership and Trait Theory, Behavioural Leadership Theories, Situational Approaches to Leadership, Handling Complaints.

Case: Hitachi (Robert N Lussier page no: 197)

Case: Steve Jobs, Apple (Robert N Lussier page no: 348)

**Unit-V:**

**Communication and Controlling:** Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message Transmission Channels. Organizational and Functional Area Control Systems, Establishing Control Systems.

Case: Well Point (Robert N Lussier page no: 384)

Case: Chen Clothes Manufacturing (Robert N Lussier page no: 488)

**TEXT BOOK:**

**Robert N Lussier, Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012. For PPT, Case Solutions Faculty may visit : [login.cengage.com](http://login.cengage.com)**

**Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, HBR.

**Business Game: Mikes Bikes – Intro: (Principles of Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.150/- per year-better buy and play).**

Mikes Bikes-Intro is a general business simulation game which is designed for the **Introduction to business/Principles of Management**. This game has been developed to suit students with no prior business experience. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

**REFERENCES:**

- Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.  
Harold Koontz, Heinz Wehrich, A.R.Aryasri, Principles of Management, TMH, 2010.  
V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.  
K.Anbuvelan, Principles of Management, University Science Press, 2013.  
Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.  
Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.  
Andrew DuBrin, Management Essentials, Cengage Learning, 2012.  
Stephen P.Robbins, Sanghamitra Bhattacharyya, David A. Decenzo, Madhushree Nanda Agarwal, Fundamentals of Management Essential Concepts and Application, 6<sup>th</sup> Edition, Pearson, 2011.  
Rajeesh Viswanathan, Principles of Management Concepts & Cases, Himalaya Publishing Hous (HPH), 2010.  
Dr. Vandana Jain, Management Theory & Practice (With case studies), IBH, 2012.  
Sachin S Vernekar, Venkatasubramanian, Preety Wadhwa, Case Studies in Management, HPH, 2012  
R.Sarya Raju, & A.Parthasarathy, Management Text & Cases,PHI,2010.  
Maheswari, Business Organization and Management, IBH, 2011.



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA I-Sem**

**13MBA02 BUSINESS LAW AND REGULATION**

**(Students must read text book along with cases. Faculty are free to choose any other cases)**

**Course Aim:** The aim of this course is to enable students understand legal and regulatory framework for doing business in India.

**Learning Outcome:** After going through the text and case lets in terms of various court judgements, the students should be able to understand the formalities involved in incorporating a company and the nuances related to the Law of Contract. The student will also be able to know the implications of direct and indirect taxes, negotiable instruments Act and also about the cyber laws.

**Unit-I:**

Companies Act, 1956: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

**Unit-II:**

Law of Contract: Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

**Unit-III:**

Direct and Indirect Tax: Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment year –Assesses, Gross Total Income, Procedure for advance payment of tax and tax deducted at source. Assessment procedure. Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.

**Unit-IV:**

Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.

**Unit-V:**

Cyber Crime and the Legal Landscape-the world-Why do we need cyber laws in the indian context-The indian IT act-challenges to indian Law and cyber crime scenarion in india. (Refer Nina Godbole & Sunit Belapure)

**TEXT BOOK:**

**RSN Pillai, Bagavathi, Business Law, S.Chand, 2013.**

**REFERENCES**

- K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
- Akhileshwar Pathak: Legal Aspects of Business, TMH, 4/e, 2013.
- Nina Godbole & Sunit Belapure " Cyber Security" Wiley India 2012.
- Ravinder Kumar "Legal Aspects of Business", 2<sup>nd</sup> Edition Cengage Learning, 2012.
- Kuchal: Business Law, Vikas, 2011
- Tulsian: Business Law, TMH, 2012.
- S S Gulshan, Business Law, 4<sup>th</sup> edition, Excel Books, 2012
- S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.
- C L Bansal, Business and Corporate Laws, Excel Books, 2011.
- Tejal Sheth, Business Law, Pearson, 2012
- P.K.Padhi, Legal Aspects of Business, PHI, 2013
- Satish B Mathur, Business Law, TMH, 2012

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA I-Sem**

**13MBA03 FINANCIAL ACCOUNTING AND ANALYSIS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

**Learning Objectives:** To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

**Unit-I:**

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle.

**Unit-II:**

**The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs Intangible assets, and methods of depreciation. Depreciation concept—Depreciation of Fixed Assets -Methods of depreciation—their impact on measurement of business Accounting.

**Unit-III:**

**Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Issue of Shares and Debentures- Entries for Issue of shares, forfeiture - Issue of shares at Discount and premium. Alteration of share capital and reduction of share capital, Issue and Redemption of Debentures.

**Unit-IV:**

**Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

**Unit-V:**

**Financial Analysis-II:** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

**TEXT BOOK:**

- Dhanesh K.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2012.

**Journals:** Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**REFERENCES:**

- Paresh Shah: "Basic Financial Accounting for Management", Oxford University Press, New Delhi, 2012.
- Narayana Swamy, "Financial Accounting & Analysis" PHI, 2012.
- Aryasri: Accounting and Financial Management, McGraw-Hill, 2011.
- V.Rajasekharam "Financial Accounting & Analysis" Pearson Education, New Delhi, 2012
- Ranjan Kumar Bal: "Financial Accounting & Analysis", S.Chand, New Delhi,.2012
- N.Ramachandran : "Financial Accounting & Analysis" Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
- Maheswari, Financial Accounting, IBH, 2012.
- Ashish K .Bhattacharya "Financial Accounting & Analysis" PHI, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA I-Sem**

**13MBA04 MANAGERIAL ECONOMICS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To enable students acquire knowledge to understand the economic environment of an organization.

**Learning Outcome:** Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

**Unit-I:**

**Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Case: 1 The objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15)

Case: 2 Dabur India Limited Growing Big and Global (Geetika, 2<sup>nd</sup> Edition page no 64)

Case: 3 Profits in the personal computer industry (Dominick Salvatore page no 19)

Case: 4 Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore page no 44)

**Unit-II:**

**Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Case: 1 Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore page no 195)

Case: 2 Price Elasticity's of Demand in the Real World (Dominick Salvatore page no 110)

Case: 3 Northern Turkey (Craig H.Petersen page no 172-173)

Case: 4 Income Elasticity of Demand (H.Kaushal Macmillan page no 39-41)

Case: 5 Cross Demand (H.Kaushal Macmillan page no 48)

Case: 6 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

**Unit-III:**

**Production Analysis:** Production function, Production function with one/two variables, Cobb-Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

Case: 1 Labor productivity and Total compensation in the United States and Abroad (Dominick Salvatore page no 253)

Case: 2 Naveen Construction Companies (Craig H.Petersen page no 293)

Case: 3 Substitutability between Gasoline consumption and driving time (Dominick Salvatore page no 265)

Case: 4 How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278)

**Unit-IV:**

**Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.

Case: 1 Outsourcing to India: way to Fast Track (Geetika page no 272)

Case: 2 The Shape of the long –Run Average cost curves in various industries (Dominick Salvatore page no 265)

Case: 3 BLP Corporation (Sumitrapal, Macmillan page no 203)

Case: 4 Mr. Martin Gets Chewed out by the Boss (W.Bruce Allen page no 150)

**Unit-V:**

**Market Structure and Pricing Practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing philosophy

**Case: 1** Pricing of innovative product (H.Kaushal Macmillan page no 78)

**Case:** Pacific copper enterprises(W.Bruce Allen)

**Case: 3** Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan page no 240)

**Case: 4** Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no 369)

**TEXT BOOK:**

**Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14<sup>th</sup> edition* Pearson, 2012.**

**REFERENCES**

- 'Dominick Salvatore Managerial Economics 7<sup>th</sup> Edition Oxford 2012.
- W.Bruce Allen, Managerial Economics Theory, Applications, and Cases Viva7th Edition 2011.
- Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
- Geetika, Managerial Economics 2<sup>nd</sup> Edition, TMH, 2012,
- G S Gupta, Managerial Economics, 2<sup>nd</sup> edition, TMH, 2012.
- Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
- A,R.Aryasri: Managerial Economics and Financial Analysis, McGraw-Hill, 2011.
- H Kaushal & L Palsreve , Managerial Economics Macmillan, 2012
- H.Kaushal, Managerial Economics, Macmillan, 2011.
- Managerial Economics 'Craig H.Petersen 4<sup>th</sup> Edition Pearson,2012
- H. L. Ahuja, Managerial Economics, S. Chand, 2012
- D.N. Dwivedi, Managerial Economics, Vikas, 2012.
- Chaturvedi, Business Economics (Theory & Application), IBH,2012.
- Yogesh Maheshwari, Managerial Economics, PHI, 2012
- Mc Guigam, Moyer, Harris, Managerial Economics, Cengage, 2012
- Mark Hisschey, Managerial Economics, Cengage, 2011.
- D.M.Mithani, Managerial Economics, HPH, 2012.
- Atmanand, Managerial Economics, Excel, 2012.
- Justin Paul, Leena, Sebastian, Managerial Economics, Cengage, 2012
- Ivan PNG Managerial Economics, Routledge,2013

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA I-Sem**

**13MBA05 BUSINESS ENVIRONMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** Aim of this course is to make students understand different types of business environments they should review before taking managerial decisions.

**Learning Outcome:** After reading the text book & cases related to the syllabus and business news papers like Business Standard, Economic Times, and Business Line, students should be able to understand the issues related to the industrial policy and regulation and their amendments from time to time. They will also understand the terminology of the planning commission and Union Budget. The knowledge gained by the students on capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act will be useful for them to take decisions to ensure growth and sustainability of the organizations.

**Unit-I:**

**Industrial Policy and Regulatory Structure:** Industrial Policy- Industrial Licensing Policy- Five Year Planning- Industrial Policy 1991, Small Scale Industries (SSI)-Industrial Finance- Foreign Direct Investment (FDI).

Case 1:- Tapping the Opportunities in Environment: A Case Study of Yes Bank, (Dr. Vivek Mittal. Page no.662)

Case 3:- Gas Authority of India Limited (GAIL) (Justin Paul, page no.102)

Case 4:-India to allow FDI in Food Retail, (Raj Kumar, page no.208)

**Unit-II:**

**Economic Policies:** Fiscal Policy- Latest Union Budget- Reforms Undertaken- Role of Government. Monetary Policy- Basic Concepts- Monetary Policy in the 21<sup>st</sup> Century- Banking Sector Reforms.

Case 1:- Indus (Budget Game), (Justin Paul, page no.179)

Case 2:- Prof Tom and Monetary Policy, (Justin Paul. Page no.200)

**Unit-III:**

**Capital Markets, SEBI, RBI:** Capital Market Institutions-Stock Indices- Derivatives Market- Global and Indian Scenario- Role of SEBI and RBI.

Case1: The Great Fall (Scam of 2001): A Case of Stock Exchange and SEBI, (Dr. Vivek Mittal. page no.661)

Case2: Globalization of Pop Culture, (Francis Cherunilam, page no. 765)

Case 3: Investment Return from Indian Stock Market – Bombay Stock Exchange (BSE), SENSEX, (Justin Paul, page no.252)

**Unit-IV:**

**India's Trade Policy:** Policy changes and Issues- sector wise trade policies: recent developments- GATT- WTO- agreements and implications.

Case 1:- Case – Water Thief, (K. Aswathappa, page no.59)

**Unit-V:**

**EXIM policies & FEMA:** India's new EXIM policy- legal framework- initiatives, FEMA – Multi-national companies and FDI.

Case 1:- RBI Slapped Rs. 125 Crore on Reliance Infrastructure. A Case Study on FEMA, (Dr. Vivek Mittal, page no.655)

Case2:- China as an Export Base, (David W. Conklin, page no.574)

**TEXT BOOK**

- Justin Paul “ Business Environment: Text & Cases” TMH,3/e,2012.

**Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

**REFERENCES:**

- Dr.Vivek Mittal "Business Environment: Text & Cases" Excel Books, 2011.  
Rajkumar "International Business Environment: Text & Cases" Excel Books, 2012.  
K.Ashwathappa "Essentials of Business Environment: Text, Cases& Exercises" HPH, 2011.  
Francis Cherunilam "Business Environment: Text & Cases"HPH, 2012.  
David W Conklin "Cases in the Environment of Business" Sage, 2009.  
Misra and Puri, "Indian Economy" 30E, Himalaya Publishing, 2012.  
K.Asawthappa-Essentials of Business Environment -11<sup>th</sup> Edition –HPH-2011.  
Misra and Puri "Economic Environment of Business", 7<sup>th</sup> Edition, HPH,2012.  
Palle Krishna Rao, "WTO Text & Cases", PSGIM, Coimbatore, 2009.  
A.C.Fernando-Business Environment -1<sup>st</sup> Edition-Pearson-2011.  
Pailwar, Economic Enironmnt of Business, PHI, 3/e, 2012.  
Joshi & Kapoor, Business Environment, Kalyani Publishers,2012  
Justin Paul, Business Environment, TMH, 2010

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA I-Sem**

**13MBA06 RESEARCH METHODOLOGY & STATISTICAL ANALYSIS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

**Learning Outcome:** Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA programme. They will be able to analyse the data statistically.

**Unit-I:**

**Research Methodology:** Introduction-Topic-Review of Literature-Research Gaps-Research Questions-Objectives-Hypotheses-Scope of the study-Period of the study-Sampling Techniques-Data Collection-Primary data –Questionnaire design-Secondary data-Data Analysis-Limitations of the study-Appendix-References.

**Unit-II:**

**Tabulation, Graphical presentation of data:** Histogram, Diagrammatic representation of data: Bar diagram, Multiple Bar diagram, Sub-divided Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median and Mode. Measures of Dispersion: Range, Standard deviation and Variance, Coefficient of variation, Measure of Skewness.

**Unit-III:**

**Linear Correlation and Regression Analysis:** Covariance, Pearson's Correlation Coefficient, Scatter plot, Spearman's rank Correlation Coefficient, Regression lines.

**Unit-IV:**

**Parametric and Non- Parametric Hypothesis Testing:** Procedure for Testing of Hypothesis, One Sample t-test for the Population Mean, Two Sample t-test for independent Samples, Paired Sample t-test. F-test for two population Variances (Variance ratio test), ANOVA One Way Classification, ANOVA two way Classification, Chi Square test of association, Chi Square test of independence.

**Unit-V:**

**Time Series and Data Analysis:** Fitting a trend line to a time series, Method of least Squares and Method of Moving Averages, Measure of Seasonal Variation.

**TEXT BOOK**

- Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.

**Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

**REFERENCES:**

- J.K.Sharma" Business Statistics-Problems and Solutions" Pearson, 2010.
- P N Arora" Comprehensives Statistics Methods" S. Chand, 2012.
- Sharma" Business Statistics" Pearson, 2012.
- Priti R Majhi, Praful K Khatua, Research Methodology, HPH, 2013
- Donald R Cooper et. al., Business Research Methods, TMH, 11/e 2013.
- Zikmund, Business Research Methods, Cengage, 2012.
- S C Gupta, "Fundamentals of Statistics", HPH, 2012
- C B Gupta " An introduction to Statistical Methods" Vikas, 2012
- S L Gupta "Business Research Methods" TMH, 2012.
- Pannarselvam" Research Methodology" PHI, 2012.
- Ranjit Kumar "Research Methodology" Sage, 2012.
- R P Hooda "Statistics" Vikas, 2012



- Newbold” Statistics for Business and Economics” Pearson, 2012.
- Levin, Rubin, Rastogi & Siddiqui, “Statistics for Management” Pearson, 2013
- Mukul Gupta & Deepa Gupta “Research Methodology” PHI, 2013.
- Bhardwaj : Mathematics and Statistics for Business, Excel, 2013.
- Khandelwal, Business Statistics, IBH, 2013.
- Uwe Flick, Introducing Research Methodology, Sage, 2011
- David M Levine, Stephen, Kathryn A Szabat, Statistics for Managers, PHI, 2013
- Wayne I Winston, Excel Data Analysis and Business Modeling, PHI, 2013
- Derek, L Waller, Statistics for Business, Routledge, 2013.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA I-Sem**

**13MBA07 STATISTICAL DATA ANALYSIS -PRACTICAL (MS-EXCEL (LAB) - 100 MARKS)**

**Course aim:** The course aims is to understand MS Excel for applying statistical tools learnt in RMSA.

**Learning Outcome:** The learning outcome is that the students should be able to:

- Analyse the data to draw inference for decision making.
- Understand application of statistical measures of central tendency.
- Understand application of ANOVA.
- Analyse trends.
- Test hypotheses.

**Syllabus - PART A**

**I. About EXCEL**

1. Introduction, Uses of Excel, New functions and features of excel 2007.
2. Getting started with excel: Opening a blank or new workbook, general organization.
3. Highlights and main functions: Home, Insert, page layout, formulas.
4. Highlights and main functions: Data, review, view, add-ins.
5. Using the Excel help function.

**General EXCEL Lessons**

6. Customizing the Quick Access Toolbar.
7. Creating and Using Templates.
8. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
9. Formatting Data and Using the Right Mouse Click.
10. Saving, Page Setup, and Printing.
11. Using Headers and Footers.
12. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
13. Data from External Sources.
14. Using and Formatting Tables.
15. Basic Formulas and Use of Functions.
16. Data Analysis Using Charts and Graphs.
17. Managing, Inserting, and Copying Worksheets.
18. Securing the Excel Document (Protect Cells and Workbook).

**II ADVANCED EXCEL LESSONS**

19. Advanced Formulas and Functions.
20. Advanced Worksheet Features.
21. Advanced Data Analysis using PivotTables and Pivot Charts.

**PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL**

**III Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.**

**IV t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.**

**V Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.**

**TEXT BOOK**

- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.

**REFERENCES**

- David Whigham “Business Data Analysis Using Excel” Oxford University Press, 2012.
- Winstion “Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited.
- Bajpai “Business Statistics” Pearson, 2013.
- D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.

- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2013.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
- Shelly, MS Office, 2007, Cengage, 2009.
- Robert H Carver, Doing Data Analysis with SPSS, Cengage, 2013.
- Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD****MBA I-Sem****13 MBA08 BUSINESS COMMUNICATIONS – PRACTICAL (100 MARKS)**

**Aim:** Aim is to enable students understand how to write business letters and improve written communication.

**Learning Outcome:** At the end of the course, students will be enabled with the following skills.

- a. English language skills for effective written business communication ('s).
- b. Will be able to understand how to write project report.

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**Unit-I:**

**Business Writing:** Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

**Case Study:** Communication Complication in English(Meenakshi...).

**Unit-II:**

**Business Correspondence:** Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

**Case Study:** Missing Briefcase (Meenakshi...).

**Unit-III:**

**Instructions:** Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.

**Case Study:** How to operate the Minolta Freedom 3 Camera. (Meenakshi...)

**Unit-IV:**

**Business Reports and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

**Case Study:** Handling unsolicited proposals for private infrastructure projects(Meenakshi...).

**Case Study:** The key board syndrome(Meenakshi...).

**Unit-V:**

**Careers and Resumes :** Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

**Case Study:** Recruitment Drive at SOBER. (Meenakshi...).

**TEXTBOOK : Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.**

**REFERENCES:**

1. Lesikar: Basic Business Communication, TMH, 2013.
2. GLOBERENA OR ANY OTHER SOFT SKILLS SOFTWARE/DATABASE.
3. Stephen Bailey, Academic Writing for International Students of Business, Routledge, 2013.
4. David Irwin: Effective Business Communications, Viva-Thorogood, 2013.
5. Rajendra Pal, J S Korlahahi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2013
6. Sehgal:Business Communication, Excel, 2013.
7. Krishnamachryulu, Lalitha Ramakrishnan: Business Communication,HPH, 2013
8. GRE & TOEFL, Kalpan and Baron's, Kalpan Publishers, 2013.
9. Business English Dictionary, Pearson, 2013.
10. Subba Rao, B.Anitha Kumar, C.Hima Bindu, "Business Communication", Cengage, 2012.
11. Kathleen Fearn-Banks, Crisis Communication-A case book approach, Routledge, 2011.
12. Lehman and Dufrene Sinha, BCOM (Business Communication) 2<sup>nd</sup> edition, Cengage, 2012.
13. Anjali Ghanekar, Business Communication Skills, Everest, 2011
14. John X Wang, Business Communication, CRC Press, 2009
15. Sailesh Sengupta, Business and Managerial Communications, PHI, 2011

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**13MBA09 HUMAN RESOURCE MANAGEMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

**Learning Outcome:** Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

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**Unit-I:**

**Introduction of HRM:** Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System's – Labor Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRLS India.

**Case:** Social Surveyors in Flood-hit Areas (Gary Dessler page no 160)

**Case:** Finding people who are passionate about what they do (Gary Dessler page no 195)

**Case:** HR, CULTURE and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35)

**Case:** Religious Accommodation (Robert L Mathis P. No. 118)

**Case:** Mitsubishi Believes in EEO- Now (Robert L Mathis P. No. 119)

**Unit-II:**

**Recruitment and Placement:** Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

**Case:** Reinventing the wheel at apex door Company (Gary Dessler page no 309)

Case: Xerox Focuses on HR (Robert L Mathis P. No. 79)

Case: where do you find the Bodies? (Robert L Mathis P. No. 79)

Case: The Reluctant Receptionist (Robert L Mathis P. No. 159)

Case: Accenture – Retaining for Itself (Robert L Mathis P. No. 193)

Case: Recruiting at Kia (Robert L Mathis P. No. 231)

Case: Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267)

**Unit-III:**

**Performance Appraisal and Training & Development of Employees** – Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program – Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs .

Case: Training Crucial for Hotels (Robert L Mathis P. No. 307)

Case: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393)

Case: Just Another Job (Robert L Mathis P. No. 647)

Case: The Dilemma Within (Robert L Mathis P. No. 667)

Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671)

Case: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

**Unit-IV:**

**Compensation** – Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement

Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

**Case:** Salary inequities at ACME Manufacturing (Gary Dessler page no 429)

**Case:** HR Contributes at CSSCO (Robert L Mathis P. No. 36)

**Case:** Compensation changes at JC Penny (Robert L Mathis P. No. 435)

**Case:** Benefiting Connie (Robert L Mathis P. No. 507)

#### **Unit-V:**

**Employee Relation** – Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

**Case :** The New Safety and Health Program (Gary Dessler page no 623)

**Case :** Full Disclosure on Sex Offenders? (Robert L Mathis P. No. 231)

**Case :** Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

#### **TEXT BOOK:**

- **Gary Dessler, “Human Resource Management”, 12<sup>th</sup> Edition, Pearson- 2012.**

**Journals :** Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

#### **REFERENCES FOR CASES:**

- Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective ”, Cengage Learning 2012.
- Shyamkant Gokhale “Personal Management”, Everest, 2012.
- Dr.M.A.Kahok, Illustrated Case Studies in Indian Management , Everest Publishing House, 2012.
- Ravi Dharma Rao, HRM Case Studies, Excel, 2013.
- Saiyadain. Mirza, Cases in OB & HRM, TMH, 2011.

#### **REFERENCES:**

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- K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
- Dennis R. Briscoe et al, International HRM, Routledge, 2013.
- Dr. Anjali Ghanekar, “Essentials of Human Resource Management”, Everest, 2010.
- Indranil Mutsuddi, “Essentials of Human Resource Management”, Newage, 2011.
- Wayne.F.Cascio, Ranjeet Nambudiri, “Managing Human Resource Management”, 8<sup>th</sup> Edition, TMH,2010.
- Seema Sanghi, “ Human Resource Management” Macmillan, 2012
- Narendar Singh, “Human Resource Management”, Colonel (Dr.) Laxmi Publication, 2011.
- Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
- Uday Kumar Haldar, Juthika Sarkar, “ Human Resource Management”, Oxford, 2012
- Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.
- V S P Rao, “ Human resource Management Text and Cases”, Excel Books,2011
- R.Wayne Mondy, “Human Resource Management” Pearson, 2009.
- Chris Rowley and Keith Jackson, Human Resource Management, Routledge,2011

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**13MBA10 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Learning Outcome:** The Course covers origin and application of OR, Linear Programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

**Unit-I:**

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

**Unit-II:**

Linear Programming Method: Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method, simplex method, two phase method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP. Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution : Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by Modi Method, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

**Unit-III:**

Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

**Unit-IV:**

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

**Unit-V:**

Queuing Theory: Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

**TEXT BOOK:**

- J.K. Sharma, “Operations Research: Theory and applications, 5<sup>th</sup> edition, Macmillian, 2013.

**Journal : Udyog Pragati :** The Journal for Practising Managers, NITIE, Mumbai.

**REFERENCES:**

- Anand Sharma, “ Quantitative Techniques for Decision Making”, HPH, 2010
- R. Pannerselvam : Operations Research, PHI, 3<sup>rd</sup> revised edition,2012
- Prem Kumar Gupta “Introduction to Operations Research” S.Chand, 2012.
- K.L Schgel “Quantitative Techniques and Statistics”, 2012.
- Hillier / Lieberman: Introduction to operations research, 9th edition, TMH, 2012.
- Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2013.
- Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.
- C.R. Kothari, Quantitative Techniques, 3<sup>rd</sup> revised edition, Vikas, 2012.
- A M Natarajan, P Balasubramani, A Tamarasi, “Operations Research” Pearson, 2012.

- M P Gupta, R B Khanna, “ Quantitative Techniques for Decision Making” PHI, 2011.
- Anitha H S : Operations Research, Excel, 2013.
- N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.
- Anderson, Sweeney, Williams, Camm & Martin, Quantitative Methods for Business, 2013
- Mik Wisniewski, Quantitative Methods, Pearson, 2013
- L C Jhamb, Quantitative Techniques, Everest, 2012.



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**13MBA11 FINANCIAL MANAGEMENT**

**(Students must read text book. Faculty are free to choose any other cases)**  
**The students need Discounting Table and Annuity tables for the examination**

**Course Aim:** To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

**Learning Outcome:** Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

**Unit-I:**

**The Finance Function:** Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

**Unit-II:**

**The Investment Decision:** Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost of capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**Unit-III:**

**Capital Structure Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

**Unit-IV:**

**Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies. Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit – Recommendations of Tandon and Daheja Committee on Working Capital. Cases.

**Unit-V:**

**Management of Current Assets:** Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives; Management of receivables and Management of inventory-The importance of current assets management in working capital planning. Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers; Financial evaluation of Mergers.

**TEXT BOOK**

- **IM Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas , 2013.**

**Journals** : Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**REFERENCES:**

- M.Y Khan, P K Jain: "Financial Management-Text and Problems", 6<sup>th</sup> Edition, TMH, 2012.
- P.C.Tulsian,C.A. Bharat Tulsian , "Financial Management" S.Chand Publications,2012
- Prasanna Chandra, "Financial Management Theory and Practice", 8<sup>th</sup> Edition. TMH ,2012
- Shashi K.Gupta, R.K.Sharma , "Financial Management" Kalyani Publishers ,2012
- Rajiv Srivastava, Anil Mishra , Financial Management" Oxford University Press, New Delhi, 2012
- James C Van Horne, Sanjay Dhamija, "Financial Management and Policy" Pearson Education, 2012 .
- IM Pandey, Cases in Financial Management, TMH 2/e 2012.
- Chandra & Iyer, Financial Management, IBH, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**13MBA12 MANAGEMENT INFORMATION SYSTEM**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

**Learning Outcome :** After going through the cases in the text and other references, by the end of this course the students will understand the MIS concepts its applications,

**Unit-I:**

**Introduction :** MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

Case :MIS at Narayana Labs Ltd.

Case : Siba International and Functional Information System.

Case : Sigma Industries Limited (SIL)

**Unit-II:**

**Business Applications of Information Systems :** E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

Case : Knowledge Management Systems at Anil Consultancy.

**Unit-III:**

**Management of IS:** Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

Case: Planning of IS at Anoop & Company.

Case : Apollo Hospitals.

Case : Implementation of OLT at Deep College of Management and Technology.

Case : Effectiveness of MIS: A Case Study.

**Unit-IV:**

**Building of Information Systems:** System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

Case: System requirement specification: An illustrate case.

Case: MIS at XYZ Bank.

Case: Purchase order system: application case study.

**Unit-V:**

**Introduction to Cyber Crime :** Cyuber Crime Defination and orgin of the word,cyber crime and information security,who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber crimes and indian ITA 2000,Global perspective on cybercrime-Cybercrime era.(Refer : Nina Godbole et al)

**TEXT BOOK**

- D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition, 2010.

**REFERENCE:**

- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.
- A K Gupta, Sharma “Management of Systems” Macmillan, 2012.
- Sandra Senf “Information Technology Control and Audit” 3e, CRC Press, 2012.

- Arpita Gopal, MIS for Strategic Business Processes, Excel, 2009.
- Joseph P T, E-Commerce, an Indian Perspective, PHI, 2012
- Laudon & Laudon, Management Information Systems, Pearson, 2013
- Sanjay Mohapatra, Cases in Management Information Systems, PHI, 2011
- Nirmala Bagchi, Management Information Systems, Vikas,2012
- Aman Jindal, Management Information System, Kalyani, 2010
- Murthy, Management Information System, Himalaya, 2013
- Effy oz, Management Information Systems, Cengage, 2010
- O Brien, Marakas, Behl, Management Information Systems, TMH, 2010
- Kelkar, Management Information Systems, PHI, 2012
- Rajaraman, Information Technology, PHI, 2013

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**13MBA13 MARKETING MANAGEMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** Aim is to understand the basic marketing concepts through case studies.

**Learning outcome:**

- a. By reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management.
- b. They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

**Unit-I:**

**Introduction to World of Marketing:** Importance, scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

Case : Bata (Rajendra.P Maheshwari page no: 03)

Case : Mahindra Scooters (Arun Kumar page no: 89).

Case : Ready Meal Manufactures (Adrian palmer, page no: 70).

Case : Santoor –(lamb Hair– page no : 238).

Case : Drawing on data, searching for insight (Adrian palmer – Page no: 175).

**Unit-II:**

**Analyzing Marketing Opportunities, Customer Value and Marketing Mix :** Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behavior – cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

Case : Small New Phones (Adrian palmer- page no: 296).

**Unit-III:**

**Designing a Customer Driven Strategy:** Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy.

Case : (Segmentation) Zee TV (lamb, Hair page no 212).

Case : (Targeting) Kellogg's (lamb, Hair page no 300 )

Case : (Positioning) Nimbooz (S. Neelamegham page no 225).

Case :( Positioning) Dalda (Arun Kumar page no:195).

**Unit-IV:**

**Distribution Decisions, Promotion & Communication Strategies :** Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, communication promotion mix, factors effecting the promotion mix

Case : Barista (Arun Kumar – page no:33).

Case : Nano Car (lamb, Hair – page no:52)

Case : Indigo (lamb, Hair – page no:356).

Case : TESCO (Adrian palmer page no : 388 )

Case : Hero Motor Corp (lamb, Hair Page no:446)

Case : Avon Cosmetics (lamb, Hair Page no:497).

Case : Eureka (Arun – Page no: 711).

Case : Home Shop (Arun – page no: 639).

**Unit-V:**

Pricing Decisions & Personal Communication - Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing.

Case : Coca Cola(lamb, Hair – page no: 112).

Case : I phone ( lamb, Hair – page no: 534).

Case : Akash Tablet (lamb, Hair – page no: 557).

Case : Compact car (Arun Kumar page no :369)

Case : Chick (lamb,Hair Page no:650)

Case : Nokia (Neelamegham page no– 645).

Case : Shakti (Rajendra .P Maheswari – Page no:408).

Case : Airtel (Arun – page no: 901)

Case : Beer Marketing (Adrian palmer page no:529)

#### TEXT BOOK:

- **Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, 2012. (For PPT, Case Solutions, video cases, Faculty may visit : [login.cengage.com](http://login.cengage.com) )**

**Journals :** Indian Journal of Marketing, MICA Communications Review.

**Business Game: Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.150/- per year).**

Music2Go is a **Principles of Marketing/Marketing Management** simulation game, where the students are required to formulate and implement their own Sales and Marketing Campaign. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

#### REFERENCES FOR CASES:

- Arun kumar & N. Meenakshi: Marketing Management, Vikas, 2012.
- Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.
- Prof. M.V. Kulkarni, practical solutions to cases in marketing management, 19<sup>th</sup> Everest Publishing House, 2012.
- Adrian Palmer: Introduction to Marketing, Theory and Practice, 2<sup>nd</sup> Edition, Oxford, 2011.
- Dilip M. Sarwate, Indian cases in Marketing Management, Everest publishing house, 2012.
- S. Neelamegham, Marketing in India text & cases 4<sup>th</sup> edition, Vikas, 2013.

#### REFERENCES:

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
- Ramaswamy Namakumari, “Marketing Management”, TMH 5<sup>th</sup> Edition 2013.
- Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2013.
- Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, principles of marketing, south Asian perspective, 13/edition, Pearson Education, 2012.
- K.Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya Publishing House, 2012.
- Rajan Saxena: Marketing Management, 4/e, TMH, 2013
- Sidharth Balakrishna, Case studies inMarketing, Pearson, 2011.
- Czinkota Korable “Marketing Management” Indian Edition, Cengage learning, 2012.
- S.A.Sherlekar, R.Krishnamoorthy, Marketing Management concept and cases, HPH, 2012.
- Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.
- Maheswari, Principles of Marketing, IBH, 2012.  
Rajendra P.Maheswari, Marketing Management (Text & Cases) an Indian Perspective, IBH, 2013.
- R. Srinivasan, case studies in Marketing the Indian context, 5<sup>th</sup> edition PHI, 2012.
- M. Govindarajan, Marketing Management, concept, cases, challenges and trends, 2<sup>nd</sup> edition PHI, 2012.
- Debases Pradhan, marketing management, a case book, Cengage Learning, 2012.
- Marilyn A Stone & John Desmond, Fundamentals of Marketing, Routledge, 2011

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD****MBA II-Sem****13MBA 14 BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**(Students must read text book & References. Faculty are free to choose any other cases)**

**Course Aim:** The aim of this subject is to inculcate the need for business ethics to ensure sustained business stability.

**Learning outcome:** The learning outcome developing business ethics and professional ethics. They will also be able to understand ethical and psychological dimensions to contain cyber crimes and also will be able grasp the important issues related to corporate governance.

**Unit-I:**

Business Ethics The Changing Environment: Business Ethics-why does it matter?; Levels of Business Ethics-Five Myths about Business Ethics- Can Business Ethics be Taught and Trained?; stages of Moral development, Kohlberg's study- Carol Gilligan's Theory-Principles of Ethics.

**Case:** The BHEL Disinvestment (CSV Murthy: page no.590)

**Unit-II:**

Professional Ethics. Introduction to Professional Ethics- Ethics in Production and Product Management-Ethics of Marketing Professionals-Ethics in HRM-Ethics of Finance and Accounting Professionals-Ethics of Advertisement-Ethics of Media Reporting-Ethics of Healthcare Services. Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues-Preparatory Ethics: Proactive steps-The software challenge.

Case 1: How unethical practices almost destroyed world com. (A.C.Fernando Page no.218)

Case 2: Ethical Dilemma (CSV Murthy page no: 594)

**Unit-III:**

Cyber crimes and cyber Terrorism-social,Political, ethical and psychological , dimensional , Intellectual property in the cyberspace,Ethical dimenstions of cyber crimes-the psychology, mindset & Skills of Hackers & Other cyber criminals, Sociology of cyber criminals, inforamtion Warfare.

**Unit-IV:**

Corporate Governance I: Does Good Governance Really matters to Corporations?-Importance of corporate Governance –Corporate Governance in India-Board Structures Processes and Evaluation-Director Independence –Board committees, Indian model of Corporate Governance.

**Unit-V:**

Corporate Governance-II: Information communication and Disclosure-Irani Committee Report-OECD Principles of Corporate Governance –Risk, Internal Control and Assurance-Banks and Corporate Governance.

Case: Infosys Technologies: The best Among India Corporate (A.C Fernando page no;33)

Case: TATA Steel: A Company that also makes Steel (A.C Fernando page no :69)

**TEXT BOOK**

- **SK Mandal: Ethics in Business and Corporate Governance, TMH, 2/e, 2012.**
- **Journal of Human Values** : IIM Calcutta. SAGE.

**REFERENCES:**

- A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
- C.S.V.Murthy: Business Ethics, Himalaya Publishing House, 2012.
- Nina Godbole & Sunit Belapure “ Cyber Security” wiley india 2012.
- N.Balasubramanian : Corporate Governance and Stewardship, TMH,2012.
- Geethika,RK Mishra, Corporate Governance Theory and Practice,Excel,2011.
- Dr.S.S.Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.
- Archie. B Carroll, Business Ethics-Brief Readings on Vital Topics, Routledge, 2013.

- K.Praveen Parboteeach, Business Ethics, Routledge, 2013.
- Praveen B Malla, Corporate Governance, Routledge 2010.
- H.C.Mruthyunjaya, Business Ethics and Value Systems, PHI, 2013
- V Balachandram, V Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI, 2011
- Khanka, Business Ethics and Corporate Governance, S.Chand, 2013



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**13MBA15 PERSONAL EFFECTIVENESS (Seminar Presentation-50 Marks)**

**Course Aim:**

The aim of this course is to enable students develop soft skills necessary for employability of MBA students.

**Learning Outcome: Students at the end of the course would be able to:**

Loose fear of public speaking and feel confident about them-selves.

Participate in group discussions.

Face interviews.

Gain communication skills and be able to convince their view point to the superiors, peers and subordinates.

Time management skills to efficiently manage time in meeting deadlines in modern day organizations.

Life style management skills to grow in modern day organization and succeed in their chosen careers.

Help students to confidently face and succeed in the corporate selection processes.

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- Presentations
- Group Discussions
- Overcoming fear of facing Interviews
- Time Management
- Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

**REFERENCES**

1. **LAB:** Globarena E-Mentoring System, by Globarena Technologies Pvt. Ltd, Hyderabad. It can be provided in LAN and also can be accessed by registering in <http://gems.globarena.net>. OR ANY OTHER SOFTWARE.
1. Sherfeild:Developing Soft skills-Pearson Education-2013.
2. Murphy: Effective Business communication, 7/e, TMH, 2013.
3. Colin BEARD: Experiential Learning, Kogan Page, 2013.
4. Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD****MBA II-Sem****13MBA16 ANNUAL REPORT ANALYSIS – (Seminar Presentation-50 Marks)****Approach: CMIE Prowess Database/ANNUAL REPORT OF COMPANIES & MS-Excel.**

**Course aim:** Aim is to show annual reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

**Learning Outcome:**

By the end of this mini project, students will be able to:

- Analyse balance sheet of an organization.
- Analyse profit and loss of an organization.
- Analyse investment portfolio of the organization.
- Analyse profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

**EXCERCISES**

1. Analysis of profitability ratios.
2. Analysis of structural ratios.
3. Analysis of asset turnover ratios.
4. Analysis of liquidity ratios.
5. Analyse Growth, Stability and Stock Performance.

**REFERENCE:**

**John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.**

**Refer Books Under 13MBA03 - Financial Accounting and Analysis, 13MBA11-Financial Management.**

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA III-Sem**

**13MBA17 SUMMER INTERNSHIP (Seminar Presentation-50 Marks)**

**Course Aim:** Aim of summer internship is to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Summer internship is to acquire practical knowledge by working in any organization. Through working for one to two months in any organization of their choice, students should learn how to do routine work related to the functional area of their interest.

**Learning Outcome**

After summer learning internship students should be able to :

1. Understand the product mix and strategies of the organization, structure of organization, reporting systems and general administration of the organization.
2. Understand the organizational dynamics in terms of organizational behaviour, culture, competition, future strategies and change initiatives of the organization.
3. Understand how to do the routine work related to job they prefer to do after MBA.

**Approach to decide Summer Internship:**

Students should take covering letter/s, addressed to the organization/professional, before second mid of first semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA.

Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their near by cities, towns and villages to understand their business model.

**Report:** A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains.

Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.

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**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA III-Sem**

**13MBA18 PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Aim:** The course aims to introduce concepts of production and operations management in an organization and expose to analytical methods.

**Learning Outcome:** The students will be able to understand operations management, product & process design, analysis, plant location, layout, Scheduling and Material Management.

**Unit-I:**

**Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow Shop, Job Shop, Batch Manufacturing, The Project, Productivity, Strategic Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Gross Domestic Product and its impact, World Class Manufacturing.

**Unit-II:**

**Product & Process Design and Analysis:** Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design- Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering – History of Value Analysis/Value Engineering, When to Apply Value Analysis, Function, Aims, Value Engineering Procedure, Advantages and Application Areas. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.

**Unit-III:**

**Plant Location & Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi-facility Location Problems – Model for Multi-facility Location Problem, Method of Transformation, Model to Determine X- Coordinates of New Facilities, Model to Determine Y-Coordinate, **Plant Layout-** Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures.

**Unit-IV:**

**Scheduling:** Introduction, Johnson's Problem, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and Machines Scheduling.

**Unit-V:**

**Materials Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Control- Inventory Decisions, Costs Trade Off. Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Purchasing Management, Stores Management – Incoming Materials Control, Store Accounting, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

**TEXT BOOK:**

Panneerselvam “ Production and Operations Management” PHI,2012

**Journal : Udyog Pragati : The Journal for Practising Managers, NITIE, Mumbai. SAGE.**

**REFERENCES:**

- H.Kaushal, Production / Operations Management, Case Study Solutions, MacMillan, 2012.
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- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
- Danny Samson “Operations Management: Integrated Approach”Cambridge, 2012.

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- Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
- Prof. L.C. Jhamb: Production Operations Management, 18<sup>th</sup> edition, Everest Publishing House, 2013.
- J.K, Sharma: Operations Research, Macmillian, 2013.
- Richard B. Chase, Ravi Shankar, Operations and Supply Management 12<sup>th</sup> Edition, TMH, 2010.
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- Scott, T. Young, Essentials of Operations Management, SAGE, 2009.
- Normen Gaither & Greg Frazier, Operations Management, Cengage, 2012

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA III-Sem**

**13MBA19 STRATEGIC MANAGEMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The aim of this subject is to enable the students develop a holistic perspective about strategic management of an organization.

**Learning Outcome:** By reading the text and discussing the cases students should be able to understand how to scan internal and external environment of an organization, understand different types of strategies and structures, strategies of the competitors, turnaround strategies, global strategies and strategic control. With that knowledge they would be able to formulate strategies, change strategies if necessary and implement strategies. They will also be able to evaluate strategies and take corrective steps.

**Unit-I:**

Strategic Inputs: Introduction to Strategic Management-Strategic Management and Competitiveness-Technology and Technology change-Vision, Mission and Objectives-Strategic Leaders-Strategic Management process- The External Environment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Analyzing internal organization -Building Core Competencies-Value Chain Analysis, Outsourcing.

Case: Bharti Airtel (Hitt & Ireland page no 4).

Case: ITC Limited (Hitt & Ireland page no 30).

**Unit-II:**

Formulation of Strategic Actions: Business level strategy-Effectively managing relationships with Customers- the purpose of Business strategy. Competitive Rivalry and Dynamics- A Model of Competitive Rivalry-Competitor Analysis-Drivers of Competitive actions and responses-Competitive rivalry and dynamics.

Case: Bajaj Auto limited (Hitt & Ireland Page no 80).

Case: Coca cola Vs Pepsi in India (Hitt & Ireland page. no108)

**Unit-III:**

Corporate level Strategy- Levels of Diversifications and reasons-Value creating diversifications. Strategic Acquisitions & Restructuring- Popularity of Mergers & Acquisitions strategies, problems in achieving Acquisition Success- Restructuring.

Case : Foster's Group Diversification into the Wine Business (Hitt & Ireland Page 130)

Case: Merger and Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland page 154)

Focus : Troubles in the Godrej – P & G Alliance(Hitt & Ireland page. no 223)

**Unit-IV:**

Global Strategy-Identifying International Opportunities and international Strategies-Strategic competitive Outcomes and risk in an international Environment. Corporate Implications for strategy-Strategic Alliances- corporate level cooperative strategy, Competitive risk with Cooperative strategies.

Case: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Ireland page. no 176).

Case: Using Cooperative Strategies at IBM (Hitt & Ireland page 206)

**Unit-V:**

Structure and Controls with Organizations-Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy- Entrepreneurial Implications for Strategy.

Case 1 CISCO's Evolution of Strategy and Structure. (Hitt & Ireland page. no 256)

Case 2 Selecting a new CEO (Hitt & Ireland page no 282)

Case 3 The Continuing innovation revolution at Amazon: The kindle and E-books(Hitt & Ireland page 304)

#### TEXT BOOK

- Hitt & Ireland and Manikutty,” **Strategic Management: A South Asian Perspective”**: Cengage Learning, 9e, 2012. (For PPT, Case Solutions Faculty may visit : [login.cengage.com](http://login.cengage.com))

**Journals** : Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI. Journal of Human Values : IIM Calcutta.

**Business Game : Mikes Bikes – Advanced: (Strategic Management Simulation Game), TMH, 2013.**

**You can play on any computer with internet** (Rs.300/- per year)

Mikes Bikes – Advanced is a simulation game for the **Strategic Management** course. Students from the management team make all the key functional decisions involving Sales, Marketing, Distribution, Finance, Operations, HR and R&D. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

#### REFERENCES:

- Mital; Cases in Strategic Management; 3<sup>rd</sup> Edition, TMH, 2013.
- Mason A Carpenter et al.”Strategic Management: A dynamic Perspective” Pearson, 2e, 2012.
- A Nag” Strategic Management: Analysis, Implementation & Control “Vikas Publishing house, 2012.
- Adrian & Alison” Strategic Management: Theory & Application” Oxford University Press, 2010.
- S K Sarangi “Modern Strategic Management” Everest Publishing, 2012.
- Wheelen, Hunger; Concepts in Strategic Management & Business Policy, 13<sup>th</sup> Edition, Pearson, 2013
- Hill, Jones; Strategic Management, 9<sup>th</sup> Edition, Cengage, 2012
- P. Subba Rao, Business Policy and Strategic Management, 2<sup>nd</sup> Edition, HPH, 2012.
- Barney, Hestrerly; Strategic Management & Competitive advantages; 4<sup>th</sup> Edition, PHI, 2013
- V.S.P. Rao, V. Hari Krishna; Strategic Management, 1<sup>st</sup> Edition, Excel Books, 2012
- Azhar Khazmi, Strategic Management & Business Policy, 3/e, TMH, 2013.
- Upendra Kachru; Strategic Management, 1<sup>st</sup> Edition, Excel Books, 2012
- Haberberg & Ricple; Strategic Management, 1<sup>st</sup> Edition, Oxford, 2010.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA III-Sem**

**13MBA20 ORGANISATIONAL BEHAVIOUR**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To understand the dynamics of organizational behaviour.

**Learning outcome:** To understand how employees behave in organizations. Students should be able to correct their individual behaviour and group behaviour. They will also be able to motivate and lead employees towards achievement of organizational mission and objectives.

**Unit-I:**

**Nature and Importance of Organizational Behaviour**-Foundation of O.B.; Conceptual Model for O.B. – Organization System in Global Environment – Importance of Interpersonal Skills, Challenges & Opportunities for O.B., Developing O.B. Model – Approaches to O.B.

Case 1: Work Force Diversity

**Unit-II:**

**Individual Behaviour** – Diversity – Biographical Characteristics Ability – Implementing Diversity Management – Strategies – Attitudes & Job Satisfaction, Personality – Theories of Personality – Perception – Process of Perception – Perception & Individual Decision Making – Motivation from concepts to Applications.

**Unit-III:**

**Group Behaviour** – Foundations of Group Behaviour – Defining and Classifying Groups – Stages of Group Development – Group Properties – Roles – Norms – Status, Size and Cohesiveness – Group Decision Making – Understanding Work Teams – Types of Teams – Creating Effective Teams.

**Unit-IV:**

**Leadership and Motivation Theories:** Leadership Theories – Challenges to Leadership Construct – Finding and Creating Effective Leaders – Power & Politics. Maslow's Hierarchy of Needs, Two- factor theory of Motivation, Alderfer's ERG theory, McClelland's need based Motivational Model.

**Unit-V:**

**Foundation of Organizational Structure:** Conflicts & Negotiations – Organization Structure – Organization Change & Stress Management – Self Management – Managing Careers.

Case 1: Boundary less Organization (Stephen P. Robbins page no 529)

Case 2: The Stress of Caring (Stephen P. Robbins page no 595)

Case 3: Organizational Behaviour ABC.

Case 4: Understanding Market Research Company (Stephen P. Robbins)

Case 5: Team Management: The Leo Burnett Company Virtual Team Management (Gerard H.Seijts Page no 161)

**TEXT BOOK:**

**Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson 14<sup>th</sup> Edition, 2012.**

**Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI; Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**REFERENCES FOR CASES**

- Mirza S Saiyadain, Cases in Organizational Behavior , TMH,2011
- Gerard H.Seijts, Cases in Organizational Behavior, Sage,2008.
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- Nelson, Quick and Khandelwala, ORGB, 2/e, Cengage, 2012.



**REFERENCES**

- P.G. Aquinas: Organizational Behaviour Concepts, Realities, Application & Challenges, 2<sup>nd</sup> Edition, Excel Books 2012.
- Laurie Mullins, "Management and Organizational Behaviour", Pearson, 2013.
- Fred Luthans, Organizational Behaviour, 12<sup>th</sup> Edition, TMH, 2013.
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- Chandra Sekhar Dash, "Organizational Behaviour" International Book House, 2013.
- Jennifer M George, Gareth R Jones "Understanding and Managing Organizational Behaviour" Pearson, 2009.
- Moorhead, Griffin "Managing Organizational Behaviour" Cengage, 2013.
- K Aswathappa, "Organizational Behaviour" HPH, 2012.
- Dash, Organizational Behaviour, IBH, 2012.
- Sushma Khanna "Udai Pareek's Understanding Organizational Behaviour" Oxford, 2012.
- Avinash K Chitale, Rajendra Prasad Mohanty, Nishith Rajaram Dubey, "Organizational Behaviour" PHI, 2013.
- Dr. Mousumi S Bhattacharya : Emotional Intelligence, Excel, 2013.
- Richard Pettinger, Organizational Behaviour – Performance management in practice, Routledge, 2011.
- Jai B.P.Sinha, Culture and Organizational Behaviour, Sage, 2008.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD****MBA III-Sem****13MBA21 Business Best Practices (Seminar Presentation 50 Marks)**

**Aim:** To enable students to understand the best practices followed by the organizations.

**Learning outcome:** By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices. By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next practices.

The students may choose any of the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model (Level 5)
7. Performance Management System
8. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

**Report:** A report of the best practice must be prepared with the help of the information available in the open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

- **Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA IV-Sem**

**13MBA22 ENTREPRENEURSHIP**

**Aim:** The aim of this subject is to inspire students to become entrepreneurs so that they will emerge as job providers rather than job seekers.

**Learning Outcome:** By the end of this course the students should be able to understand the mindset of the entrepreneurs, identify ventures for launching, develop an idea on the legal framework and also understand strategic perspectives in entrepreneurship.

**Unit-I:**

Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Case1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

**Unit-II:**

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations. Corporate Entrepreneurial Mindset- the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

Case : Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228).

**Unit-III:**

Launching Entrepreneurial Ventures- opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity process-Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid-disadvantage of Franchising.

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48).

Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48).

Case 3: Pets.com (Arya Kumar P.No. 88)

Case 4: creativity in start-ups (Arya Kumar P.No. 166)

Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)

**Unit-IV:**

Legal challenges of Entrepreneurship-Intellectual property protection-Patents, Copyrights-Trademarks and Trade secrets-Avoiding trademark pitfalls. Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation process-Feasibility criteria approach.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case 2: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128).

Case 3: Google (Arya Kumar P.No. 248)

Case 4: Tata Motors – Nano (Arya Kumar P.No. 279)

**Unit-V:**

Strategic perspectives in entrepreneurship- Strategic planning-Strategic actions- strategic positioning-Business stabilization- Building the adaptive firms-Understanding the growth stage-Unique managerial concern of growing ventures.

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452).

Case 2:- Public Sector - address seed capital (David H.Holt, Page 453).

**READING**

**TEXT BOOK:**

D F Kuratko and T V Rao "Entrepreneurship- A South-Asian Perspective "Cengage Learning, 2012.

(For PPT, Case Solutions Faculty may visit : [login.cengage.com](http://login.cengage.com))

**Cases:**

1. Arya Kumar "**Entrepreneurship- creating and leading an entrepreneurial organization**" Pearson 2012.
2. Richard Blundel" Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
3. David H Holt" Entrepreneurship:New Venture Creation" PHI,2013.

**Journal:** 1. **The Journal of Entrepreneurship**, Entrepreneurship Development Institute of India, Ahmedabad,

2. **Journal of Human Values:** IIM Calcutta.

**REFERENCES:**

1. Vasant Desai "Small Scale industries and entrepreneurship" Himalaya publishing 2012.
2. Rajeev Roy "Entrepreneurship" 2e, Oxford, 2012.
3. B.Janakiram and M.Rizwana" Entrepreneurship Development :Text & Cases, Excel Books,2011.
4. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
5. Robert Hisrich et al "Entrepreneurship" 6<sup>th</sup> e, TMH, 2012.
6. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013
7. Shejwalkar, Entrepreneurship Development, Everest, 2011
8. Khanka, Entrepreneurship Development, S.Chand, 2012

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD****MBA IV-Sem****13 MBA 23 SUCCESS STORY OF AN ENTREPRENEUR (Seminar Presentation 50 Marks)**

**Aim:** Aim of this mini project is to understand how entrepreneurs are becoming successful. This is to inspire students to become job providers rather than job seekers.

**Learning Outcome:** After doing field visit to any small or big organization and after interacting with the entrepreneur and others in the organization, the students should be able to understand:

1. How to start a company?
2. How to choose the product and estimate demand for the product.
3. The problems of procurement of raw materials.
4. The marketing, HR and finance problems of the entrepreneur.
5. Growth alternatives available to the entrepreneur.

**For details please read pedagogy given in the beginning of the syllabus.**

**Report:** A brief report of the understanding and observation should be submitted and presented in the class.

**REFERENCE:**

Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012.

A G Krishnamurthy, Dhirubhaism, TMH, 2011.

**Journal: 1. The Journal of Entrepreneurship**, Entrepreneurship Development Institute of India, Ahmedabad.

**2. Journal of Human Values:** IIM Calcutta.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA IV-Sem**

**FINAL PROJECT GUIDELINES**

**THE FINAL PROJECT IS DIVIDED IN TO STAGE I ; STAGE II AND MAIN PROJECT REPORT AND VIVA.**

**Aim:** Aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

**Learning Outcome:** After following the three stages mentioned below for doing project work students should be able to:

1. Develop research design for their topic of research.
2. Understand the data requirements and collect data relevant for their research.
3. Analyse data and interpret results.

**13MBA24      Stage I : RESEARCH METHODOLOGY (Chapter I of the Main Report) - 50 Marks - Seminar Presentation.**

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing STAGE I of the project.

Topic:

.....  
 .....  
 .....

Chapter I

Brief Introduction:

Review of literature:

Research Gaps:

Research Questions:

Objectives of the study:

Hypotheses:

Scope of the study:

Period of the study:

Sample:

Data Collection:

    Primary Data:

    Secondary Data:

**13MBA25      Stage II : STATISTICAL ANALYSIS - 50 Marks (Chapter II of the main report) SEMINAR.**

**Approach:** Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools using either Excel, SPSS, MINI TAB, or R and make a **Seminar Presentation. This will be the CHAPTER II : Data Analysis of the main report.**

**13MBA26      Stage III      MAIN PROJECT REPORT AND VIVA** (Chapter III of the Main Report).

In addition to the above two stages the students should write the third chapter on Data Interpretation, Conclusion & Suggestions and submit the final report by including the following.

**REFERENCES:**

Appendix i: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.

NOTE: FACULTY SHOULD ADVISE STUDENTS TO GIVE ONLY REFERENCES TO THE WEBSITES AND JOURNALS AND NOT TO DIRECTLY DOWNLOAD IN THE PROJECT REPORT. MAXIMUM 30% CAN BE DOWNLOADED AND REST SHOULD BE ORIGINAL.

**After the submission of the report by consolidating the work done in stage 1, 2 and 3, an external viva will be held by the University to give the grade as per the University guidelines.**

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA27 CONSUMER BEHAVIOR  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

**Learning outcome:** After reading the text and discussing the cases the student should be able to understand the environmental influences on consumer behaviour, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

**Unit-I**

**Understanding Consumer Behaviour:** Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**Case:** Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter page no: 514-515)

**Unit-II**

**Environmental Influences on Consumer behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

**Case :** Fashion label- 'Gini & Jony' (Suja R.Nair ,page no 351-352)

**Case :** Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, page no 293-297)

**Case :** Nescafe Instant Coffee (Ramanuj Majumdar page no 311-316)

**Unit-III**

**Consumer as an Individual:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

**Case :** Titan watches (Ramanuj Majumdar, page no 303-306)

**Case :** Handling of down-age syndrome (Suja R.Nair , page no 227-228)

**Unit-IV**

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

**Case :** Mac Vs. Pc (Michael R.Solomon page no 330-331)

**Case :** The story of Innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

**Unit-V**

**Consumerism and Ethics:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

**Case:** Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400-401)

**TEXT BOOK**

- **David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.**

**Journals :** Indian Journal of Marketing, MICA Communications Review.

**Business Game: Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.150/- per year).**



Music2Go is a **Principles of Marketing/Marketing Management** simulation game, where the students are required to formulate and implement their own Sales and Marketing Campaign. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

## REFERENCES

- S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
- Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2013.
- Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
- Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
- Leon G. Schiffman, Leslie Iazer Kanuk, S.Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011.
- Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.
- Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
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- Dr. Shri Prakaash, Consumer Behaviour, Vikas, 2010.
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- S H H Kazmi, Consumer Behaviour and Marketing Communication, Excel, 2011.
- J.Paul Peter, Jerry.C. Olsan, Consumer Behaviour and Marketing Strategy, 7<sup>th</sup> edition, TMH, 2011.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA28 SALES AND DISTRIBUTION  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

**Learning outcome:** After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

**Unit-I**

**Introduction to Sales Management:** Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

**Case:** Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R. Still page no 104,105)

**Case:** United air flow manufacturer of household appliances sales persons job. (Richard R. Still page no 115 to 118)

**Unit-II**

**Sales Planning and Budgeting:** Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

**Case:** Augsberg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605)

**Case:** Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

**Unit-III**

**Sales Force Management:** Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

**Case: 1** Adjusting Compensation Plan to Motivate Sales Representatives ( K.Sridhara Batt, page no 576 to 577)

**Case: 2** Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)

**Unit-IV**

**Introduction to Distribution Management**

Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

**Case: 1** Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620)

**Case: 2** The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

**Unit-V**

**Managing Channel Institutions**

Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

**Case: 1** Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, Vasant page no 461)

**Case: 2** Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719)

**Text Book**

- Krishna K Havaladar, Vasnt M Cavale, **Sales and Distribution Management, 2<sup>nd</sup> edition, TMH, 2011.**

**Journals :** Indian Journal of Marketing. MICA Communications Review.

**Business Game : Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013.**

**You can play on any computer with internet (Rs.150/- per year)**

Music2Go is a **Principles of Marketing/Marketing Management** simulation game, where the students are required to formulate and implement their own Sales and Marketing Campaign. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

**References**

- Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2<sup>nd</sup> edition Oxford.
- S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.
- K.Sridhara Bhat , Sales and Distribution Management, 1<sup>st</sup> , HPH, 2011.
- Still, Cundiff, Govoni, Sales Management ,5<sup>th</sup> edition, Pearson ,2013
- S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012
- Dinesh kumar, Marketing Channels ,Oxford ,2012
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5<sup>th</sup> edition, Pearson, 2011.
- Spiro Stanton, Rich, Management of Sales Force, 13<sup>th</sup> edition, TMH, 2010.
- Prof. M.V. Kulkarni, Sales and Distribution Management, Everest Publishing House, 2010.
- David Jobber, Geoffrey Lancaster, Selling and Sales Management,7<sup>th</sup> edition, 2011.
- Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei Ansary, R.C.Natarajan, Marketing Channels, 7<sup>th</sup> edition, Pearson, 2011.
- Mark W Johnston, Greg W Marshall, Sales Force Management, 9<sup>th</sup> edition, TMH, 2009.
- Dr.S.L.Guptha, Sales and Distribution Management, 2<sup>nd</sup> edition, Excel books, 2010.
- Pingali Venugopal, Sales and Distribution Management, Sage, 2012

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA29 INTEGRATED MARKETING COMMUNICATION  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** The aim of this course is to enable MBA students to understand management of marketing communication, communication mix and ethical aspects of marketing communication.

**Learning outcome:** After reading the text and discussing the cases the students should be able to understand integrated marketing communication, budgeting, sales promotion, media planning and ethical aspects.

**Unit-I**

**Understanding Integrated Marketing Communication:** Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

**Case :** Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

**Unit-II**

**Budgeting, Objectives and Evaluation of IMC:** Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, Conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC.

**Case :** The Premium Milk Food Private Ltd. (Kruti Shah page no 820)

**Case :** Archias, Advertizing (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

**Unit-III**

**Marketing Communication Mix I:**

Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

**Case :** Tata Salt (Part I,II,III) (Kruti Shah page no 282,284,310-311,367-372)

**Unit-IV**

**Marketing Communication Mix II:**

Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

**Case :** Amul taste of India (Kruti Shah page no 793)

**Case :** Rasha Prankees promotion (Kruti Shah page no 600)

**Unit-V**

**Regulation, Social and Ethical Aspects of Advertising and Promotion:-**

Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising.

**Case :** Surrogate advertising(Jai shri Jethwaney page no 475-480)

**Case :** The Unilever experience (Jai shri Jethwaney page no 606)

**Text Book:**

- **Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.**

**Journals:** Indian Journal of Marketing, MICA Communications Review.

**Businesss Game : AdSim Advertising: (Advertising & Promotion Simulation Game), TMH, 2013.**

**You can play on any computer with internet (Rs.150/- per year).**

AdSim is a simulation game for the **Advertising & Promotion** course, where the students are required to formulate and implement their own Advertising and Promotion campaign. This helps the students to have an hands – on business experience in the classroom – experiential learning at its best.

**References:**

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- George E Belch, Michael A Belch , Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2013.
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- SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3<sup>rd</sup> edition , Excel Books, 2011.
- Terence A. Shimp, Integrated Marketing communication Advertising and Promotion, 8<sup>th</sup> edition Cengage Learning , 2012.
- S.A.Chunawalla, Advertising Sales and Promotion Management, 4<sup>th</sup> edition, HPH,2012.
- Ruche Gupta, Advertising Principles and Practice, 1<sup>st</sup> edition, S. Chand, 2012.
- Semenik, Allen, O Guinn, kanfmann, Advertising and Promotions an Intergrated Brand Approach, 6<sup>th</sup> edition, Cengage Learning, 2012.
- Dr. Niraj kumar, Integrated Marketing Communication, HPH, 2011.
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- PROF. Ritwik haldar, Advertising and Sales Promotion Management, HPH, 2011.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA30 RETAILING MANGEMENT  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

**Learning outcome:**

The students will learn the Modern Retailing Concepts and will able to link it to cases to understand the present Retailing Trends.

The students will be able to understand shopping environment, retail formats, functions, retail operation and promotion.

**Unit-I**

**Introduction to Retail Management** - Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

**Case:** The Classic story. (Aditya page no 283)

**Case:** The Panwallah. (Aditya Prakash page no 287)

**Unit-II**

**Understanding Shoppers & Shopping** - Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

**Case:** Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474)

**Case:** Changing Indian Consumers. (Aditya page no 258)

**Case:** Tanishq. (Suja Nair page no 440)

**Unit-III**

**Delivering Value through Retail Functions** - Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

**Case:** Nirula's. (Suja Nair Page no 448)

**Case:** Hot Breads. (Suja Nair page no 452)

**Case:** McDonalds India. (Suja Nair page no 459)

**Case:** Automobile and Niche Marketing ( Dr. Harjit Singh page no 417)

**Unit-IV**

**Pricing & Supply Chain Management** - Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

**Case:** Café Coffee Day. (Suja Nair page no 434)

**Case:** Shoppers stop. (Suja Nair page no 470)

**Unit-V**

**Retail Buying & Managing Retail Operations**-objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, buyer-responsibilities, merchandising & assortment plans-merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers.

**Case:** Godrej and Boyee's. (Suja Nair page no 466)

**Text book**

- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2<sup>nd</sup> Edition, Oxford, 2012.

**Journals :** Indian Journal of Marketing. MICA Communications Review.

**References:**

- Lusch, Dunne, Carver, Introduction to Retailing, 7<sup>th</sup> Edition, Cengage Learning, 2013.
- **Suja Nair**, Retail Management, Himalaya Publication House, 2012.
- **Aditya Prakash** Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
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- Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.
- Michael levy, Barton Weits, Ajay Pundit, Retailing Management, McGraw-Hill, 2011.
- Arif sheikh, Kaneez Fatima, Retail Management, Himalaya Publication House-2012.
- Chetan Bajaj, Rajnish tuli, Nidhi Varma ,Srivastava, Retail Management, 2<sup>nd</sup> edition, oxford, 2012.
- David Gilbert, Retail Marketing Management, 2<sup>nd</sup> edition, Pearson, 2013
- Shridhar Bhat, Supply Chain Management, HPH, 2012
- Amit Sinha, Supply Chain Management, TMH, 2012

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA31 SERVICES MARKETING  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To facilitate the students about the concepts of Services Marketing through cases.

**Learning Objective:** The objective of the course is to provide a deeper insight into the Marketing Management of companies offering Services as product. The students will be able to understand the characteristics of services, understand consumer behaviour in services, align service design and standards, delivering service, managing services promises.

**Unit-I**

**Foundations of Service Marketing:** What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

**Case 1:** The United Indian Bank (Govind Apte Page no 55-56)

**Case 2:** Online air travel: Expedia, Orbitz and Travelocity lead the pack ( John E.G.Bateson Page no 82-83)

**Unit-II**

**Focus on the Consumer:** Consumer behaviour in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

**Case1:** The Crestwood Inn, (John E.G.Bateson Page no 320-321)

**Case 2:** Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

**Unit-III**

**Aligning Service Design and Standards:** Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

**Case 1:** Physical evidence a case of KF. (Vinnie Jauhari Page 236-238).

**Case 2:** IT Trainers Limited. (Govind Apte Page no 186).

**Unit-IV**

**Delivering and Performing Service:** Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

**Case 1:** Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336).

**Case 2:** Total Assurance Ltd. (Govind Apte Page 207-208).

**Unit-V**

**Managing Service Promises:** Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions.

**Case 1:** Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

**Text book**

- **Valarie A.Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.**

**Journals :** Indian Journal of Marketing, MICA Communications Review.



**References**

- John E.G.Bateson, K.Douglas Hoffman : Services Marketing, Cengage Learning, Fourth Edition, 2012.
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- Ravi Shanker : Services Marketing - The Indian Perspective, Excel Books, 2011.
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- K.Rama Mohan Rao, Services Marketing, 2<sup>nd</sup> edition Pearson, 2011.
- Dr. S. Shajahan, Services Marketing, 2<sup>nd</sup> edition, HPH, 2012.
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**MBA**

**13MBA32 INTERNATIONAL MARKETING  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

**Learning Objective:** The objective of the course is to provide a deeper insight into the global marketing management, environment of global markets, assessing global market opportunities, developing and implementing global marketing strategies.

**Unit-I**

**Introduction to International Marketing:** Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets. **Case:** 1 Starbucks –going Global fast. (Philip, John, Prashant Text )

**Unit-II**

**Environment of Global Markets:** Types: Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Case: 1 IKEA Catalogue. (Svend & Madhurima -Pearson page no 242)

Case: 2 Mc. Donalds and obesity. (Philip John Prashant Text )

**Unit-III**

**Assessing Global Market Opportunities:** Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

Case:1 Reliance Entertainment(Svend & Madhurima, Pearson page no 312)

Case:2 Mahindra & Mahindra (Svend & Madhurima,Pearson page no 356)

Case:3. IMAX corporation (Svend & Madhurima, Pearson page no 412)

**Unit-IV**

**Developing Global Market strategies:** Segmentation product & services decisions for consumers and Business: Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Case:1 Harley-Davidson:-Price level (Svend & Madhurima,pearson page no 510)

Case:2 Mc Donalds Great Britain –the Turnaround (Text page no 793)

**Unit-V**

**Implementing Global marketing strategies:** Negotiation with customers and selection method, E-Marketing channels organization & controlling of the global marketing programme.

Case: 1 NTT DOCOMO (Svend & Madhurima,Pearson page no 709)

**Text Book**

- **Philip R. Cateora, John L graham, Prashant Salwan, International Marketing -13<sup>th</sup> edition – TMH-2011.**

**Journals :** Indian Journal of Marketing, MICA Communications Review.

**References**

- Svend Hollensen, Madhumita Benerjee-Global Marketing-4<sup>th</sup> Edition- Pearson-2010.
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- Dr.Gajender Sharma- International Marketing-1<sup>st</sup> edition-Excel Books-2010
- Justin Paul, International Marketing – Text and Cases, TMH, 2013.
- Kiefer Lee, Steve Carter-Global Marketing Management-3<sup>rd</sup> edition-Oxford-2011.
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- Francis Cherunilam- International Marketing-12<sup>th</sup> Edition-HPH-2012.
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**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA33 COST AND MANAGEMENT ACCOUNTING  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To develop the students understanding of management and cost accounting principles and techniques and their application to various decision making situations. Emphasis is on developing the students analytical and critical abilities

**Learning Outcome:** To distinguish between Management Accounting and Cost Accounting. To understand the detailed cost concepts, cost structure and elements of costs of manufacturing and service organizations which have been facing dramatic changes in their business environment. To identify and describe the elements involved in decision making, planning and control. To identify and describe the future of Management Accounting System.

**Unit-I**

Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting - Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing and Life Cycle Costing.

**Unit-II**

Costing for specific industries: Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production. Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price.

**Unit-III**

Make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even-analysis: Application of BEP for various business problems. Inter-firm comparison: Need for inter-firm comparison, types of comparisons, advantages.

**Unit-IV**

Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Master budget, Performance budgets, material Vs. purchase budgets, Zero Based Budgeting. An introduction to cost audit and management audit.

**Unit-V**

Standard Costing: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing analysis of variance, material variance, labour variance, Sales and Profit variance. Case Studies.

**Text Book:**

- **S.P.Jain and K.L.Narang: Cost and Management Accounting, Kalyani, 2012.**

**Journals :** Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**References:**

- Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012
- MN Arora: Cost Accounting, Vikas, 2012.
- Collin Drury: *Management and Cost Accounting*, Cengage, 2012
- Ravi.M.Kishore: *Management and Cost Accounting*, Taxmann publications, 2012.
- M.E. Thukaram Rao, *Management and Cost Accounting, New Age International Publishers*"

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA34 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To Understand the investment alternatives, process and portfolio management

**Learning Outcome:** The objective of this course is to provide the conceptual and Practical understanding of Stock markets Equity & Bond Valuation , Cash market and also Mutual funds.

**Unit-I**

- a) Investment Environment in India, overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process.
- b) Security Analysis: Fundamental Analysis, Technical Analysis, EMH (Efficient Market Hypothesis)

**Unit-II**

Portfolio Analysis: The returns and risks from investing- Markowitz portfolio Theory, Mean- variance approach, portfolio selection-efficient portfolios, The single index model-capital asset pricing model, arbitrage pricing theory.

**Unit-III**

Bond Analysis & Valuation & management: Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

**Unit-IV**

- (a) Equity Valuation : Equity Analysis & Valuation, Balance sheet Analysis equity valuation models, intrinsic value & market price, The P/E Ratio & Earnings multiplier Approach, CAGR, Price/Book value, Price/ Sales ratio, Economic Value Added (EVA) and MVA.
- (b) Derivatives: Overview of derivatives Markets, Option Markets, Option Strategies and option valuation forward & future markets, Strategies. Stock index futures, interest rate futures, Swaps contracts.

**Unit-V**

Mutual Funds: Types of Mutual Funds Schemes, Structure, NAV(Net Asset Value),Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition. Trends in Indian Mutual Funds.

**Text Books:**

- **William. F.Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall,2012.**

**Journals :** Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**Business Game : Stock-Trak: (Finance Simulation Game), TMH, 2013- You can play on any computer with internet (Rs.500/- per year)**

Stock-Trak is the most comprehensive, Online investment simulation game for **Finance** students to trade on Stocks, bonds, mutual funds, options, futures, spots, future options and international stocks with virtual money. This game is created specifically for classroom use and students can play this game 24\*7 to give them hands-on experience on Investments.

**References:**

- Reilly, Brown: Analysis of Investment and Management of Portfolios, 10<sup>th</sup> Edition, Cengage, 2012.
- ZVI Bodie, AlexKane, Alan J Marcus : Investments, TMH, 2012.

- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson, 2012.
- Prasanna Chandra: Investment analysis and Portfolio Management" 4<sup>th</sup> Edition, TMH, 2012.
- Punithavathi Pandian : Security Analysis and Portfolio Management, Vikas. 2012.
- Jones: Invest Analysis and Management, Wiley.
- M. Ranganatham, R. Madhumathi: Security Analysis and Portfolio Management, 2<sup>nd</sup> Edition , Pearson, 2012.
- Edwin J Elton, Martin J Gruber, Stephen J Brown, William N.Goef Z Mann : Modern Portfolio Theory and Investment Analysis. 2013.
- Kevin, SAPM, PHI, 2011.

**MBA JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD  
13MBA35 FINANCIAL INSTITUTIONS, MARKETS AND SERVICES  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** To give an understanding about Indian Financial system with respect to markets, Institutions and Services.

**Learning Outcome:** The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

**Unit-I**

**Introduction:** The structure of financial system; Equilibrium in financial markets; Indicators of Financial Development, Financial system and economic development ; Financial Sector reforms after 1991 - Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, NABARD, SIDBI, and SFCs .

**Unit-II**

**The banking and Non Banking Institutions:** Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations. Co-operative banks- role, Govt. initiatives to strengthen the co-operative banks.- The Non-banking financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.

**Unit-III**

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets

**Unit-IV**

**Asset/fund based Financial services – lease finance,** consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

**Unit-V**

**Investment Banking:** Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

**Text Book:**

**L.M.Bhole: Financial Institutions and Markets, TMH, 2012.**

**Journals :** Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**References:**

- M.Y.Khan: Financial Services, TMH, 2012.
- Vasant Desai: Financial Markets and Financial Services, Himalaya,2012
- Varanasi.Bhaskar Rao, Musings of the Barefoot Bankers, BS Publications, 2012.
- Pathak:Indian Financial Systems, Pearson, 2012
- S.Gurusamy: Financial Services and System, Cengage,2012
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
- Gomez, Financial Markets, Institutions and Financial Services, PHI, 2012.
- Dr. S.C. Bihari, Indian Financial System, IBH, 2012.
- Frank.J.Fabozzi & Franco Modigliani:Foundations of Financial Markets and Institutions, Pearson, 2012.
- R M Srivatsava : Dynamics of Financial Markets and Institutions in India, Excel, 2013.

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**MBA**

**13MBA36 STRATEGIC INVESTMENT AND FINANCING DECISIONS  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions with in an organization. To develop an understanding of the various strategies that are in use to trade off risk and return

**Learning Outcome:** To explain the role and nature of investment and financial strategies and its relationship to maximization of wealth/shareholders value. To examine various risk models in capital budgeting. To evaluate the motives for financial implications of mergers and acquisitions and lease financing. To discuss the impact of general and specific inflation on financial and investment strategy decisions.

**Unit-I**

Investment decisions under conditions of Risk and uncertainty: Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.

**Unit-II**

Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

**Unit-III**

Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**Unit-IV**

Strategic Analysis of selected investment decisions: Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

**Unit-V**

Financing Decisions: Mergers and Acquisitions Basic Issues, Strategy , Diversification and Mergers and Acquisitions , Theories of Mergers, Types of Mergers ,Cost of Mergers , Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

**Text Books:**

- **Ravi M Kishore “Strategic Financial Management, Taxman 2012.**

**Journals :** Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**References:**

- Nikiforos T. Laopodis, Understanding Investments-Theories and Strategies, Routledge, 2013.
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
- I.M. Pandey: Financial Management, Vikas 2012.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
- G.V.Satya Sekhar, Strategic Financial Management , Himalaya Publishing House 2012
- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA37 INTERNATIONAL FINANCIAL MANAGEMENT  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To give an understanding about MNC Financial Management.

**Learning Outcome:** The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

**Unit-I**

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

**Unit-II**

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**Unit-III**

Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

**Unit-IV**

(a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

**Unit-V**

Asset-liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

**Text Books:**

- **Jeff Madura: International Corporate Management, Cengage, 2012. (For PPT, Case Solutions Faculty may visit : [login.cengage.com](http://login.cengage.com))**

**Journals :** Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**References:**

- Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012
- Sharan.V: International Financial Management 5Th Ed.PHI2012
- Madhu Vij: International Financial Management, Excel, 2012.
- Ephraim Clark: International Finance, , Second Edition, Thomson.
- P.G.Apte: International Financial Management, TMH 2012.
- S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
- Reid. W.Click& Joshua D.Coval, PHI 2012



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA38 FINANCIAL DERIVATIVES  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** To give an understanding about the derivatives in stock, commodity and Forex markets.

**Learning Outcome:** The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc

**Unit-I**

**Introduction to Derivatives** – Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

**Unit-II**

**Future and Forward Market** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

**Unit-III**

**(a) Options** – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

**(b) Basic Option Strategies**, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

**Unit-IV**

**Commodity Market Derivatives-** Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer : M.Ranganatham & R.Madhumathi)

**Unit-V**

**Swaps** – Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

**Text Books:**

- **John C Hull: Options, Futures and other derivatives, Pearson, 2012.**

**Journals :** Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**References:**

- M.Ranganatham & R.Madhumathi : Derivatives and Risk Management, Pearson, 2012
- Robert A Strong: Derivatives – An Introduction, Thomson, 2012
- Gupta: Financial Derivatives, PHI 2012
- Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
- Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
- Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA39 PERFORMANCE MANAGEMENT  
(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To give an understanding about performance management and reward system linked with performance.

**Learning Outcome:** The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.

**Unit-I**

Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

**Case:** Performance Management at Network Solutions, Inc (Herman Aguinis page no 26)

**Case:** Performance Management at the University of Ghana (Herman Aguinis page no 48)

**Unit-II**

Defining performance and choosing a Measurement Approach, Measuring Results and Behaviours. Gathering performance Information, Implementing a performance Management System.

**Case:** Accountabilities, Objectives and Standards (Herman Aguinis page no 113)

**Case:** Evaluating the appraisal form used by a Grocery Retailer ((Herman Aguinis page no 145)

**Unit-III**

Performance Management and employee development, Performance Management skills.

**Case:** Implementation of 360 degree feed back system at Ridge intellectual (Herman Aguinis page no 204) **Case:** Was Robert Eaton A Good Coach (Herman Aguinis page no 233)

**Unit-IV**

Reward Systems and legal issues, Managing Team performance.

**Case:** Possible Illegal Discrimination at Tractors, Inc. (Herman Aguinis page no 265)

**Case:** Team Performance Management at Duke University Health systems. (Herman Aguinis no 283)

**Unit-V**

Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

**Case:** BHEL, EVA Incentive Schemes: (B D Singh page no 589)

**Case:** The TCS Approach and experience (B D Singh page no 601)

**Case:** NTPC Performance Management System (B D Singh page no 632)

**Case:** Performance Management system (PMS) at Bharti Telecom (B D Singh page no 663)

**Text Book**

- **Ram Kumar Balyan, Vikramender Singh & Suman “Performance management text and cases”, Himalaya Publications, 2011.**

**Journals :** Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**Reference**

- Herman Aguinis, “ Performance Management” Pearson, 2012.
- Anjali Ghanekar’ Essentials of Performance Management’ Everest Publishing House, 2010
- Lance A Berger & Dorothy R Berger “ The Talent Management Hand Book” 2<sup>nd</sup> edition TMH, 2013.
- B D Singh, “ Performance Management System- a holistic approach” excel Books, 2010
- Prem Chadha “Performance management” Macmillan, 2012.
- Srinivas K Kandula “Performance Management” PHI, 2010.
- R K Sahu : Performance Management System, Excel, 2013.
- A.M.Sharma, Performance Management Systems, HPH, 2011

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA40 TRAINING & DEVELOPMENT  
(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To enable the students to understand the design of training, implementation and evaluation of training programs in the organization.

**Learning Outcome:** The student after completing the course will be familiar with how to do training need analysis, understand various training methods, design training programs, implement training programs and evaluate effectiveness of training programs.

**Unit-I**

**Training in organizations:** Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process.

Case : Taking Charge at Domtar : What it takes for a turnaround? (Nick Blanchard)

Case :LG Electronics ((Nick Blanchard)

Case : The wilderness training lab((Nick Blanchard)

**Unit-II**

**Need Analysis and Training design:** The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory.

Case : Developing a training package at westcan (Nick Blanchard)

Case : The Training program (Fabrics Inc.) (Nick Blanchard)

**Unit-III**

**Training methods:** Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

**Case :** Training & Development at Godrej. (Nick Blanchard)

**Unit-IV**

**Implementation & Evaluation of Training:** Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation.

Case : Jack goes to training. (Nick Blanchard)

Case 3 : Training designed to change behavior and attitude. (Nick Blanchard)

**Unit-V**

**Areas of organizational Training:** Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

**Case 4:** The competent employee. (Nick Blanchard)

**Text Book:**

- **P.Nick Blanchard, James W. Thacker, A.Anand Ram, " Effective Training" 4e, Pearson, 2012.**

**Journals :** Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**References:**

- Anjali Ghansekar "Training & Development" Everest, 2013.
- Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.

- B,Rathan Reddy “ Effective Human Resource Training & Developing Strategy “ Himalaya,2012 .
- Rolf Lynton, Uday Pareek “Training for Development” Sage, 2012.
- G Pandu Naik “Training & Development “Excel Books, 2012.
- R K Sahu “Training for Development” Excel Books, 2012.
- P L Rao : HRD Trainer's Handbook of Management Games, Excel, 2013.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA41 MANAGEMENT OF INDUSTRIAL RELATIONS  
(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The aim of the course is to enable HR elective students develop awareness towards labour laws. The students will understand how to deal with legal problems emanating from employer and employee relations in organizations.

**Learning Outcome:** The student understands the industrial relations, its importance in HR and various Labour Laws like Factories Act, Wage and Bonus Act and Dispute Preventive and Corrective Mechanisms. They will also understand the role of Trade Unions, Settlement of disputes, Collective Bargaining, Wage Policy.

**Unit-I**

Industrial Relations: Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union , Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices:

Case 1. Let us get back to work (p.no. 720, C.B.Mamoria)

Case 2. A case of complicated multi-union manoeuvres (J.A. Kulkarni)

**Unit-II**

Settlement of Disputes: Role of state Dispute Settlement Machinery and its instruments, Legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure.

Case 1. Stop the shouting game please (p.no. 760, C.B.Mamoria)

Case 2. The dish ends ltd. (p.no.07, J.A. Kulkarni)

**Unit-III**

Collective Bargaining, Conciliation, Arbitration, Adjudication, The Industrial Dispute Act 1947, Labour Welfare work, Labour Welfare officer, Worker's Participation.

Case 1. who is to be blammed (p.no. 685, C.B.Mamoria)

**Unit-IV**

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act, 1965

Case 1. Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria)

**Unit-V**

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change.

Case 1. Organizations and unions working as partners (p.no. 738, C.B.Mamoria)

**Text Book:**

- **Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House.2012.**

**Journals :** Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**Cases:**

- **C.B.Mamoria, VSP Rao "personnel management- text & cases", Himalaya Publishers 13<sup>th</sup> edition, 2012.**
- **J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, " case studies in amangement", pearson, 2011.**

**References:**

- Dr K S Anandram “Cases in Personnel Management Industrial Relations and Trade Relations” Everest, 2012.
- Arun Monappa,Ranjeet Nambudiri,Selvaraj “ Industrial Relations and Labour Laws” , TMH,2012
- A.M.Sharma “Industrial Relations and Labour Laws”, Himalaya Publishing House,2013.
- Ratna Sen “Industrial Relations-Text and cases “Macmillan Publishers,2011.
- Kubendran.V,Kodeeswari.K “Industrial Relations and Labour Laws “Himalaya Publishing House,2011.
- Punekar S.D,Deodhar S.B, Saras wathi Sankaren”Labour Welfare,Trade Unionism and Industrial Relations, “Himalaya Publishing House,2012.
- B.D.Singh “Industrial Relations”Excel Books 2008.
- S C Srivastava “Industrial Relations and Labor Laws” Vikas, 2012.
- Padhi “ Labour and Industrial Relations” PHI, 2012.
- Venkata Ratnam “Industrial Relations” Oxford, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA42 COMPENSATION & REWARD MANAGEMENT  
(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** It enables the student understand the concepts issues and challenges of compensation and reward management.

**Learning Outcome:** The student understands how to design the compensation for various levels of jobs in the organization, designing the compensation for special groups. Government and legal issues in compensation design.

**Unit-I**

The Pay Model Strategy: The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures.

Case: So you want to lead an orchestra (George T Milkovich page no 72)

Case: Job Evaluation at whole foods (George T Milkovich page no 125)

**Unit-II**

Defining Competitiveness, Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans.

Case: Burger Boy(George T Milkovich page no 249)

Case: Incentives in the club House(George T Milkovich page no 279)

**Unit-III**

Performance Appraisals, Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits.

Case: Merit pay: Making policies and practices that work (George T Milkovich page no 319)

**Unit-IV**

Compensation of Special Groups, Union role in wage and Salary administration. International pay systems.

Case: Compensation of special groups (George T Milkovich page no 443)

Case: Coke and IBM(George T Milkovich page no 491)

**Unit-V**

Government and legal issues in compensation Public sector pay Management: Making it work.

Case: Communicating by copier(George T Milkovich page no 575)

**Text Book:**

**George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH,2013.**

**Journals :** Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**References:**

- B D Singh “Compensation and Reward Management” Excel books,2012
- Joseph J.Martocchio “Strategic Compensation” Pearson, 2012.
- Kanchan Bhatia “Compensation Management” Himalaya, 2012.
- Henderson “Compensation Management in a Knowledge Based World” 3e, Pearson, 2012.
- Luis R.FGomez- Mejia “Compensation and Organizational Performance” Yesdee Publishing, 2012.
- Michale Armstrong” Employee Reward” University Press, 2012.
- Barry Gerhart, “Compensation” Sage, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA43 MANAGEMENT OF CHANGE  
(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The course enables the student to understand the concept change management. This will help them to emerge as leaders in the organizations.

**Learning Outcome:** The student understands the need to bring change, how to design change in the organizations, role of leadership in change management, change communication and resistance to change and the role of HR in change management.

**Unit-I**

Managing Change Conundrums, Organizational change classifications, History and organizational change. The role of paradigms and perspectives. External and Internal change contexts.

**Case:** Changing times at Factory Bank (Mark Hughes page no 70)

**Unit-II**

Organizational design and change, strategic level change, Group and team level change, and Individual level change. Organizational Structure. Organizational Culture and Management of Change.

**Case:** Restructuring at Flexco (Adrian page no 57)

**Case:** Cultural change at Dupont Nylone (Adrian page no 65)

**Unit-III**

The leadership of Change, Change communication, resistance to change, Organizational learning, power, politics and Organizational change. Ethics and Managing Change, Change Agents and Agency.

**Case:** Funding crisis at Musicians in the community (Mark Hughes page no 221)

**Unit-IV**

HR and Managing Change: Recruitment & Selection & The Management of Change, Performance Management & Management of Change, Reward Managements & The Management of Change, Technological Change.

**Case:** Recruitment and Selection at Unicol (Adrian page no 117)

**Case:** Reward Management at Midland Main Line - Strategic Reward Management (Adrian page no 191).

**Unit-V**

Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change.

**Case:** Downsizing at Energy Co (Adrian page no 268)

**Case:** Evaluating a possible change to training methods at telesales Incorporated (Adrian page no 300)

**Text Book:**

- **Mark Hughes, “ Managing Change – a critical perspective”, Universities Press, 2011.**

**Journals :** Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**References:**

- Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders “Managing change”, Pearson, 2011.
- John Hayes “ The Theory and Practice of Change Management”, Palgrave, 2012.
- Robert A Paton “Change Management” 3e , Sage Publications , 2012.
- Palmer Dunford ‘Managing Organizational Change” TMH, 2012.
- Radha R Sharma “Change Management and Organizational Transformation” Mc Grawhill, 2012.
- Dipak Kumar “ Organizational Change and Development” Oxford, 2012.
- Niloanjan Sengupta “ Managing Change in Organizations” PHI , 2012.
- Nic Beech “ Managing Change” Cambridge Press” 2012.



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA 44 LEADERSHIP  
(HR ELECTIVE)**

**Aim:** The aim of this subject is to empower the students with the concepts, theories and approaches to lead organizations. The knowledge gained will help the students to feel confident to add value to the organizations.

**Learning Outcome:** The students will be able to understand in definitions, concepts and process of leadership. They will also understand the approaches and theories of leadership, leadership styles, leadership types like transactional leadership, transformational leadership, team leadership.

**Unit-I**

**Introduction :** Leadership definition and components, ways of conceptualizing leadership, Trait versus process leadership, leadership and management. Trait Approach: Description, Five- factor personality model and leadership, emotional intelligence, how does the trait approach work? Strengths, criticisms, applications.

Case 1. Developing a leadership pipeline at Infosys (p.no. 27 P.C.Reddy)

Case 2. Fostering young leaders (p.no. 48, Uday kumar)

**Unit-II**

**Skills Approach:** Description, three- skill approach, skills models, how does the skills approach work? Strengths, criticisms, applications. Style Approach: Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (leadership) Grid, paternalism/Materialism Opportunism. Situational Approach: Description Leadership Styles, Development Levels, How does the Situational Approach Work? Strengths, criticisms, applications.

Case 3. Train dogs, develop leaders (p.no. 99 W. Glennrowe)

**Unit-III**

**Contingency Theory:** Description, leadership Styles, Situational Variables, How does Contingency Theory Work? Strengths, Criticisms, applications. Path-Goal Theory: Description, leader Behaviours, Subordinate characteristics, how does Path-Goal Theory Work? Strengths, criticisms, applications. Leader-Member Exchange theory: Description, Early studies, Later Studies, Leadership Making.

Case 4. Charismatic leadership & motivation in ABC Ltd. (p.no. 31 P.C.Reddy)

**Unit-IV**

**Transformational Leadership:** Description, Transformational leadership definition, Transformational leadership and charisma, A model of transformational leadership, How does the Transformational Leadership Work? Strengths, criticisms, applications, Servant Leadership: Description, Servant Leadership Defined, Historical basis of servant leadership, Ten characteristics of a servant leader, Building a theory of servant leadership.

Case 5. Douglas fine foods (p.no. 222 W. Glennrowe)

Case 6. Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

**Unit-V**

**Team Leadership :** Description-Team Leadership model-How does team leader work- Women and Leadership-Gender, Leadership Styles-Culture and Leadership- Dimension of Culture-Leadership Behaviour-Leadership Ethics-Ethical Theories-Heifetz's Perspective on Ethical Leadership.

Case 7. X-Teams: new ways of leading in a new world (p.no. 361 W. Glennrowe)

Case 8. Tata: leadership with trust (p.no. 444 W. Glennrowe)

Case 9. Turning individuals into team players: Apollo engineering works (p.no. 359, Uday kumar)

**Text book:**

- **Peter G. Northouse "Leadership: Theory & Practices" Sage Publications, 2012.**

**Journals :** Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**Reference:**

- W.Glenn Rowe, Laura Guerrero, "Cases in Leadership", 3<sup>rd</sup> edition, Sage, 2013.
- Kain Dalton, " leadership & management development", Pearson, 2013.
- Dr.P.C.Reddy, Mr. C S Sai prasad Reddy, case studies in business management, paramount publishers, 2012.
- Uday kumar Haldar, "leadership & team building", Oxford, 2011.
- Hughes, Ginnett, Curphy "Leadership" 7e Indian edition, TMH, 2013.
- Gary Yukl "Leadership in Organizations" Pearson, 2012.
- Kavin Dalton, Leadership and Management Development, Pearson, 2013
- Roger Gill, " Theory and Practice of Leadership" Sage, 2011

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA45 BUSINESS INTELLIGENCE  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** It enables the student understand the concepts of Business Intelligence

**Learning Outcome:** The student understands Data Ware Housing, Data Mining for Business Intelligence, Business Rules and Business Intelligence Implementation.

**Unit-I**

Introduction to Business Intelligence-the Business pressure-Responses and support model-Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use-Performance metrics and key performance indicators-horizontal use cases for BI.

Case Study: 1 (Efraim Turban Pg no 26 & 107).

**Unit-II**

Data Ware Housing-Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards.

Case Studies: 2 (Efraim Turban.Pg no 125).

**Unit-III**

Data mining for Business Intelligence-Data mining concepts and definitions-Data mining applications-Artificial neural Networks for data mining. Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

Case Studies :3 (Efraim Turban.Pg no 228)

**Unit-IV**

Business Rules-the value proposition of business rules-Business rules approach-Business rule system-sources of business rules and management approach.

**Unit-V**

Business intelligence implementation-Business Intelligence and integration implementation-connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI.

**Text Book**

- Efraim Turban et al. "Business Intelligence" 2e, Pearson Education, 2012.

**References:**

- David Loshin "Business Intelligence" 2e, Elsevier, 2012.
- Amit Johri "Business Intelligence" Himalaya, 2012.
- Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2012.
- Carlo Vercellis "Business Intelligence" Wiley Publications, 2012.
- Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH, 2011.
- Nina Godbole & Sunit Belapure "Cyber Security" Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka "Cases in Management Information system 'Everest, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA46 ENTERPRISE RESOURCE PLANNING  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** It enables the student to understand the foundations of Enterprise planning and ERP System Options.

**Learning Outcome:** The student understands the challenges in implementation of ERP system, ERP System Implementation options, and functional modules of ERP.

**Unit-I**

Introduction to ERP- Foundation for Understanding ERP systems-Business benefits of ERP-The challenges of implementing ERP system-ERP modules and Historical Development.

Case: Response top RFP for ban ERP system (Mary Sumner).

**Unit-II**

ERP system options & Selection methods-Measurement of project Impact- information Technology Selection-ERP proposal evaluation-Project Evaluation Technique.(David L.olson).

Case: Atlantic Manufacturing (Mary Sumner).

**Unit-III**

ERP system Installation Options- IS/IT Management results-Risk Identification analysis-System Projects-Demonstration of the system-Failure method-system Architecture & ERP (David L.Olson)

Case: Dissolutions & Technology Knowledge (Mary Sumner).

**Unit-IV**

ERP - sales and Marketing- Management control process in sales and marking-ERP customer relationship Management-ERP systems- Accounting & Finance control processes. Financial modules in ERP systems.

Case: Atlantic manufacturing (Mary Sumner).

**Unit-V**

ERP – Production and Material Management-Control process on production and manufacturing-Production module in ERP- supply chain Management & e-market place-e-businesses & ERP-e supply chain & ERP- Future directions for ERP.

Case: HR in Atlantic manufacturing. (Mary Sumner)

**Text Book:**

- **Mary Sumner “Enterprise Resource Planning” Pearson, 2012.**

**Referencs:**

- David L.Olson “ Managerial Issues in ERP systems” TMH 2012.
- Ellen Monk “Enterprice Resource Planning” Cengage, 2012.
- Alexis Leon “Enterprice Resource Planning” 2e, TMH ,2012
- Goyal “Enterprice Resource Planning” TMH, 2012
- Jagan Nathan Vaman “ERP Srtategies for Steering Orgnizational competence and competetive Advantage” TMH, 2012.
- Rajesh Ray “Enterprice Resource Planning” TMH, 2012
- Jyotindra Zaveri, Enterprise Resource Planning, HPH, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA47 DECISION SUPPORT SYSTEM  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any cases)**

**Course Aim:** It enables the student understand how to build and implement Decision Support system.

**Learning Outcome:** The student understands Decision Support System benefits, types, building and implementation, DSS Software tools, Group Decision Supportive System, and Data Warehousing.

**Unit-I**

Introduction to Decision Support System (DSS)- How DSS evolved- DSS Benefits-Systems, Information Quality and Models-Dataflow diagram Information quality- Types of DSS- DSS hierarchy- Generalizing DSS categories.

Cases.

**Unit-II**

Building and implementing DSS- DSS on the center corporate systems- Internet and client/ Server computing in DSS- DSS on stand alone system-Choosing a DSS Gardware environment.

Cases.

**Unit-III**

DSS software tools- Standard Package-specialized tools and Generators-Programming language for DSS- Building DSS- DSS development process-Project development participants-Overcoming Resistance of Change- Models in DSS.

Cases.

**Unit-IV**

Group Decision Support System- Why group DSS? –Group Vs Individual activities-Media richness and Task Types-Types of Group DSS-Group DSS in use today-Group ware products.

Cases.

**Unit-V**

Data Warehousing- What is DW-DW concepts- The DW database-Database structure-Getting the data into the data warehouse- Metadata.

Cases.

**Textbook:**

- **Efrem G.Mallach” Decision Support and Data Warehouse Systems” TMH,2012**

**References:**

- Efraim Turban “Decision Support and Busines Intelligence Systms” Pearson , 2012.
- Dhiraj Sharma: Foundations of I T, Excel, 2013.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA48 E-BUSINESS  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** It enables the student understand the concepts of Electronic Business.

**Learning Outcome:** The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E- Business.

**Unit-I**

Electronic Business- Understanding new Internet Economy and Business-E-business an e-commerce- Features of E-Business- Advantages of E-Business- Business Environment-Establishing E-Business.

Case : Barnes & Noble and Amazon. Com (Ref 1- Kulkarni).

**Unit-II**

E-Business Models- E-Business Structure- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models.

Case: B2C model at Aradhana Tours. ( Ref 1 Kulkarni)

**Unit-III**

Creating E-Business plans- software programs to create a business- Phases /Aspects of E-Business- e-Marketing and sales Strategies-website and portal management.

Case" FLOP (ref 1 :Kulkarni)

**Unit-IV**

E-Business Applications- Charactersttics o E-Business applications-Project palming approach for E-Business applications- Application Integration- application in various domains.

Case Nokia ( Ref 1 Kulkarni)

**Unit-V**

Securing your e-business- risk Management- business continuity planning-Network and web site security- web sire Defacement-Security audit and Penetration Testing.

Case: Asmi Agencies-e-market ( Ref 1 Kulkarni)

**Textbook:**

- **Kulkarni et al. "E-Business" Oxford, 2012.**

**Reference**

- Dave chaffey, e-business & e- commerce management- strategy, implementation and practice, 5th edition, pearson, 2013.
- Napier et al " Creating A Winning E-Business" Cengage, 2012.
- Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2013.
- Elias M Awad, Electronic Commerce, PHI,2012
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka "Cases in Management Information system 'Everest, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA49 CYBER SECURITY  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any cases)**

**Course Aim:** It enables the student to understand Cyber crime, Tools and methods used in cyber crime and Cyber Security.

**Learning Outcome:** *The student understands the cyber crimes. Computer forensic system, and Cyber Security.*

**Unit-I**

Cyber crime: Mobile and Wireless devices-Trend mobility-authentication service security-Attacks on mobile phones-mobile phone security Implications for organizations-Organizational measurement for Handling mobile-Security policies and measures in mobile computing era.  
Cases.

**Unit-II**

Tools and methods used in cyber crime-Proxy servers and Anonymizers- Phishing- Password cracking-Key loggers and Spy wares-Virus and worms-Trojan Horse and Backdoors-Steganography-SQL Injection-Buffer overflow-Attacks on wireless network.  
Cases.

**Unit-III**

Understanding computer forensic-Historical background of cyber forensic-Forensic analysis of e-mail-Digital forensic life cycle-Network forensic-Setting up a computer forensic Laboratory-Relevance of the OSI 7 Layer model to computer Forensic-Computer forensic from compliance perspectives.  
Cases.

**Unit-IV**

Forensic of Hand –Held Devices-Understanding cell phone working characteristics-Hand-Held devices and digital forensic- Toolkits for Hand-Held device-Forensic of i-pod and digital music devices-Techno legal Challenges with evidence from hand-held Devices.  
Cases.

**Unit-V**

Cyber Security –Organizational implications-cost of cybercrimes and IPR issues-Web threats for organizations: the evils and Perils-Social media marketing-Security and privacy Implications-Protecting people privacy in the organizations-Forensic best practices for organizations.  
Cases.

**Text book:**

- **Nina Godbole & Sunit Belapure “Cyber Security”, Wiley India, 2012.**
- **Reference:**
- Harish Chander, “cyber laws & IT protection”, PHI learning pvt.ltd, 2012.
- Dhiren R Patel, “Information security theory & practice”,PHI learning pvt ltd,2010.
- MS.M.K.Geetha & Ms.Swapne Raman”Cyber Crimes and Fraud Management, ”MACMILLAN, 2012.
- Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2013.
- Vivek Sood, Cyber Law Simplified, TMH, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**13MBA50 INFORMATION SYSTEM CONTROL AND AUDIT  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** It enables the student understand the concepts of Information System and Control.

**Learning Outcome:** *The student understands the audit standards, Audit Process, Computer assistance Audit tools, Managing Audit tools and Strategy and Standards for Auditing.*

**Unit-I**

Audit and review the role of Information Technology-Audit standards-Importance of audit standard independence- AICPA proannouncmenet- The need for IT audit function- role of the IT auditor-Legal implications.

Cases.

**Unit-II**

Audit process in a information Technology Environment-Risk Assessment-Audit budget- Objectives and context-preliminary review-Field-work and implementating audit Methodology-Documenting results.

Cases.

**Unit-III**

Computer Assistance Audit tools- Auditor productivity tools-Flowcharting Techniques-Flowcharting an Analytical tool- Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic.

Cases.

**Unit-IV**

Managing IT audits- Establish a career development and planning-Evaluating IT audit quality- criteria for IT audit quality-IT auditing in new millennium-code of ethics and professional standards-Private industry-Management consultancy.

Cases.

**Unit-V**

Strategy and standards for Auditing- Strategic planning- communication- demand management-Architecture and standards- Business architecture- application and information architecture-Architecture functions.

Cases.

**Text book:**

- **Sandra Senft & Fredrick “Information Technology Control and Audit “ CRC Press, 2012.**

**Reference:**

- D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and chelists from the banking industry, TMH, 2008.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.