



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
ACADEMIC REGULATIONS FOR THE AWARD OF FULL TIME
M.B.A. DEGREE
(WITH EFFECT FROM THE ACADEMIC YEAR 2009-10)

The Jawaharlal Nehru Technological University Anantapur shall confer M.B.A Post Graduate degree to candidates who are admitted to the Master of Business Administration Programs and fulfill all the requirements for the award of the degree.

1.0 ELIGIBILITY FOR ADMISSIONS:

Admission to the above programme shall be made subject to the eligibility, qualifications and specialization prescribed by the University for each programme, from time to time.

- 1.1. Admissions shall be made either on the basis of merit rank obtained by the qualified candidates at an Entrance Test conducted by the University or on the basis of ICET score, subject to reservations prescribed by the University or Government policies from time to time.

2.0 COURSE WORK:

- 2.1 A Candidate after securing admission must pursue the M.B.A course of study for Four Semesters duration.
- 2.2 Each semester shall be of 20 weeks duration including all examinations.
- 2.3 A candidate admitted to a programme should complete it within a period equal to twice the prescribed duration of the programme from the date of admission.

3.0 ATTENDANCE

- 2.4 A candidate shall be deemed to have eligibility to write end semester examinations if he has put in at least 75% of attendance on cumulative basis of all subjects/courses in the semester.
- 2.5 Condonation of shortage of attendance up to 10% i.e., from 65% and above and less than 75% may be given by the college on the recommendation of the Principal.
- 2.6 Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
- 2.7 If the candidate does not satisfy the attendance requirement, he is detained for want of attendance and shall reregister for that semester. He / she shall not be promoted to the next semester.

4.0 EVALUATION:

The performance of the candidate in each semester shall be evaluated subject wise, with a maximum of 100 marks for Theory and 100 marks for practicals, on the basis of Internal Evaluation and End Semester Examination.

- 4.1 For the theory subjects 60% of the marks will be for the External End Examination. While 40% of the marks will be for Internal Evaluation, based on the better of the marks secured in the two Mid Term-Examinations held, one in the middle of the Semester (I-IV units) and another immediately after the completion of instruction (V-VIII) units with Three questions to be answered out of four in 2 hours, evaluated for 40 marks.

*Note: All the Questions shall have equal weightage of 10 marks and the marks obtained for 3 questions shall be extrapolated to 40 marks, any fraction rounded off to the next higher mark

- 4.2 For practical subjects, 60 marks shall be for the End Semester Examinations and 40 marks will be for internal evaluation based on the day to day performance.
- 4.3 For Seminar and case studies there will be an internal evaluation of 50 marks. A candidate has to secure a minimum of 50% to be declared successful. The assessment will be made by a board consisting of HOD and two internal experts at the end of the semester instruction.
- 4.4 Out of a total of 200 marks for the project work, 80 marks shall be for Internal Evaluation and 120 marks for the End Semester Examination. The End Semester Examination (viva-voce) shall be conducted by an External examiner nominated by the university, HOD & Supervisor as a committee. The evaluation of project work shall be conducted at the end of the IV semester. The Internal Evaluation shall be made by the departmental committee, on the basis of two seminars given by each student on the topic of his project.
- 4.5 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together.
- 4.6 In case the candidate does not secure the minimum academic requirement in any subject(as specified in 4.5) he has to reappear for the Semester Examination either supplementary or regular in that subject, or repeat the course when next offered or do any other specified subject as may be required.

5.0 RE-REGISTRATION FOR IMPROVEMENT OF INTERNAL EVALUATION MARKS:

Following are the conditions to avail the benefit of improvement of internal evaluation marks.

- 5.1 The candidate should have completed the course work for all four semesters pending Project work submission.
- 5.2 He should have passed all the subjects for which the Internal evaluation marks secured are more than 50%.

- 5.3 Out of the subjects the candidate has failed in the examinations due to Internal evaluation marks secured being less than 50%, the candidate shall be given one chance for each Theory subject and for a maximum of **three** Theory subjects for Improvement of Internal evaluation marks.
- 5.4 The candidate has to re-register for the chosen subjects and fulfill the academic requirements.
- 5.5 For each subject, the candidate has to pay a fee equivalent to one third of the semester tuition fee and the amount is to be remitted in the form of D.D in favour of 'the Registrar, JNTUA' payable at Anantapur along with the requisition through the Principal of the respective college.
- 5.6 In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks as well as the End Examinations marks secured in the previous attempt(s) for the reregistered subjects stand cancelled.

6.0 CONDUCT OF PROJECT WORK:

Every candidate shall be required to submit thesis or dissertation after taking up a topic approved by the college/ institute.

- 6.1 Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses of I, II and III Sem)
- 6.2 An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor and one internal senior expert shall monitor the progress of the project work.
- 6.3 The work on the project shall be initiated in the penultimate semester and continued in the final semester. The candidate can submit Project thesis with the approval of I.D.C. at the end of the IV semester Instruction as per the schedule. Extension of time within the total permissible limit for completing the programme is to be obtained from the Head of the Institution.
- 6.4 The student must submit status report at least in two different phases during the project work period. These reports must be approved by the I.D.C before submission of the Project Report.
- 6.5 The viva-voce examination may be conducted for all the candidates as per the IV semester examination schedule.
- 6.6 Three copies of the Thesis / Dissertation certified in the prescribed form by the supervisor & HOD shall be presented to the H.OD. One copy is to be forwarded to the University and one copy to be sent to the examiner.
- 6.7 The college shall submit a panel of three experts for a maximum of every 5 students. However, the viva voce examiners will be nominated by the University.

7.0 AWARD OF DEGREE AND CLASS:

A candidate shall be eligible for the award of the respective degree if he satisfies the minimum academic requirements in every subject including case studies, seminar and project work. Based on overall percentage of marks obtained the following class is awarded.

First class with Distinction:	70% or more
First class	below 70% but not less than 60%
Second class	below 60% but not less than 50%

8.0 WITH – HOLDING OF RESULTS:

If the candidate has not paid dues to the university or if any case of in-discipline is pending against him, the result of the candidate shall be withheld and he will not be allowed/ promoted into the next higher semester. The issue of degree is liable to be withheld in such cases.

9.0 TRANSITORY REGULATIONS:

Candidates who have discontinued or have been detained for want of attendance or who have failed after having undergone the course in earlier regulations and wish to continue the course, are eligible for admission into the unfinished semester from the date of commencement of class work with the same or equivalent subjects as and when subjects are offered, subject to 4.6 and 2.3 sections.

10.0 GENERAL:

- i. The academic regulations should be read as a whole for purpose of any interpretation.
- ii. Disciplinary action for Malpractice/improper conduct in examinations is appended.
- iii. There shall be no places transfer within the constituent colleges and affiliated colleges of Jawaharlal Nehru Technological University Anantapur.
- iv. Where the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.
- v. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
- vi. The University may change or amend the academic regulations or syllabi at any time and the changes or amendments shall be made applicable to all the students on rolls with effect from the dates notified by the University.

**RULES FOR DISCIPLINARY ACTION FOR MALPRACTICE / IMPROPER CONDUCT
IN EXAMINATIONS**

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate</i>	
1.		
(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.

4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
6.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.

7.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the impostor is an outsider, he will be handed over to the police and a case is registered against him.
8.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.

9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions : (if the squad reports that the college is also involved in encouraging malpractices)
 - (i) A show cause notice shall be issued to the college.
 - (ii) Impose a suitable fine on the college.
 - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
ANANTAPUR**

**Course Structure and Detailed Syllabi (2009-10 onwards)
Master of Business Administration**

MBA Semester – I

S. No	Course code	Subject	Th	Lab/Study	credits
1.	9E00101	Management & Organizational Behavior	4	-	4
2.	9E00102	Managerial Economics	4	-	4
3.	9E00103	Financial Accounting for Managers	4	-	4
4.	9E00104	Business Environment	4	-	4
5.	9EBS105	Statistical Methods for Management	4	-	4
6.	9E00106	Business Communication	4	-	4
7.	9E05107	Information Technology for Managers	-	3	2
8.	9E00108	Case Study - I	-	-	6
		contact periods/week	24	3	6
		total		33	28

MBA Semester – II

S. No	Course code	Subject	Th	Lab/Study	credits
1.	9E00201	Human Resource Management	4	-	4
2.	9E00202	Financial Management	4	-	4
3.	9E00203	Marketing Management	4	-	4
4.	9E00204	Production and Operations Management	4	-	4
5.	9EBS205	Management Information System	4	-	4
6.	9E00206	Business Research Methods	4	-	4
7.	9E00207	Operations Research	4	-	4
8.	9E00208	Case Study - II	-	-	6
		contact periods/week	28	-	6
		total		34	30

MBA Semester – III

S. No	Course code	Subject	Th	Lab/Study	credits
1.	9E00301	Business Ethics and Corporate Governance	4	-	4
2.	9E00302	Business Law and Regulation	4	-	4
3.	9E00303	Entrepreneurship Development	4	-	4
4.	9E00304a 9E00304b 9E00304c 9E00304d	Elective I Management Control System Product and Brand Management Human Resource planning e Business	4	-	4
5.	9E00305a 9E00305b 9E00305c 9E00305d	Elective II Financial Institutions, Markets and Services Logistics and Supply Chain Management Training and Development Customer Relationship Management	4	-	4
6.	9E00306a 9E00306b 9E00306c 9E00306d	Elective III Investment and Portfolio Management Sales and Distribution Management Performance Management Enterprise Resource Planning	4	-	4
7.	9E00307a 9E00307b 9E00307c 9E00307d	Elective IV Risk Management and Insurance Advertising and sales Promotion Management Reward Management Data warehousing and Mining	4	-	4
8.	9E00308	Case Study - III	-	-	6
		contact periods/week	28	-	6
		total		34	30

MBA Semester – IV

S. No	Course code	Subject	Th	Lab/Study	credits
1.	9E00401	Strategic Management	4	-	4
2.	9E00402	International Business Management	4	-	4
3.		Elective V	4	-	4
	9E00403a	Financial Derivatives			
	9E00403b	Services Marketing			
	9E00403c	Organization Development			
	9E05403d	Data Communication and Network Analysis			
4.		Elective VI	4	-	4
	9E00404a	International Financial Management			
	9E00404b	International Marketing			
	9E00404c	Global Human Resource Management			
	9E00404d	Corporate Information Management			
5.	9E00405	Case Study - IV		- 3	2
6.	9E00406	Seminar		- 3	2
7.	9E05407	Project Work		- 12	10
		contact periods/week	16	- 18	
		total		34	30

(9E00101) Management & Organizational Behaviour

Objective of the course is to give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organisational Behaviour.

- 1. Role of Management** – Concept – Significance – Functions – Patterns of Management: Scientific – Behavioural – Systems – Contingency – Ethics and Social Responsibilities of Management – Management by Objectives.
- 2. Decision Making** – Process – Techniques- **Planning** – Process – Problems – Components – Making It Effective.
- 3. Controlling** - System of Controlling – Controlling Techniques – Making Controlling Effective – Organizing Process – Departmentation Types – Making Organizing Effective.
- 4. Organisational Behaviour** – Introduction - Understanding Individual Behaviour – Perception – Learning – Personality Types –Johari window- Transactional Analysis- Functional and Dysfunctional Behaviours.
- 5. Group Dynamics** – Benefits of Groups – Types of Groups – Group Formation and Development – Team Decision Making – Training Groups for Team Work.
- 6. Motivation** – Types of Motives – Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler – Motivating Managers and Workers.
- 7. Leadership** – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Women and Leadership.
- 8. Organizational Culture and Climate** – Change Management – Conflict Management – Organization Development.

References:

- Organisational Behaviour, Stephen P. Robbins, Pearson Education,2009
- Human Behaviour at Work, Keith Davis, Tata McGraw Hill,2009
- Management and Organisational behaviour, Pierce Gordner, Cengage,2009
- Principles of Management, Koonz,Weihrich and Aryasri, Tata McGraw Hill,2004
- Behaviour in Organizations, Jerald Green Berg & Robert A.Baron, Pearson Education,2008
- Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House,2008.
- Organisational Behaviour, Sarma, Jaico Publications,2009
- Management and Organisational Behaviour, Paul Hersey and Ken Blanchard, PHI,2009

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
MBA Semester – I

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(9E00102) Managerial Economics

Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing , Production and Costing from a broader perspective.

1. **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.
2. **Objectives of the firm:** Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.
3. **Basic economic principles** – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.
4. **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.
5. **Production Analysis:** Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.
6. **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.
7. **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** – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.
8. **Profit Management:** Nature, scope, Theories of profit, Measurement policies, Cost – Volume-Profit Analysis.

References:

- Economics for Managers, Hirschey, Thomson, 2007.
- Managerial Economics, Gupta, TMH 2009.
- Managerial Economics, Economic Tools for Today's Decision Makers, Keat, Pearson Education, 2007
- Managerial Economics, Concepts and applications, Thomas Maurice:TMH 2006
- Managerial Economics—A Problem Solving Approach, Froeb:Thomson, 2007.
- Managerial Economics - Analysis, Problems, Cases, Mehta,P.L., Sultan Chand and Sons, New Delhi, 2001.
- Managerial Economics, Pearson Education, James L.Pappas and Engene F.Brigham: New Delhi, 2006.
- Managerial Economics, Suma Damodaran, Oxford, 2007.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
MBA Semester – I

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(9E00103) Financial Accounting for Managers

The Objective of the course is to provide the basic knowledge of book keeping and accounting and enable the students to understand the Financial Statements and make analysis financial accounts of a company.

*** Standard discounting and statistical tables to be allowed in the examinations.**

1. **Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP).
2. **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.
3. **Valuation of fixed assets:** Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation.
4. **Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.
5. **Issue of Shares and Debentures:** Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

6. **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.

7. **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 -A Case study on Ratio Analysis.

8. **Accounting Standards** Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), Creative Financial Practices and Issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

References:

- Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI, 2009
- Financial Accounting Management An Analytical Perspective, Ambrish Gupta, Pearson Education- 2009
- Financial Accounting Reporting & Analysis, Stice & Stice, Thomson-2007
- Accounting –Text and Cases, Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, TMH, 2008.
- Accounting for Management, Vijaya Kumar, TMH, 2009
- Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2007.
- Financial Accounting, Weygandt, Kieso, Kimmel, 4/e, Wiley India Edition, 2006..
- Accounting for Managers, Made Gowda, Himalaya, 2009

MBA Semester – I

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(9E00104) Business Environment

The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

1. **Industrial Policies:** A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry.
2. **Fiscal Policy:** Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India – Highlights of Budget.
3. **Monetary Policy:** Demand for and supply of money, Objectives of monetary and credit policy, Recent trends- Role of Finance Commission.
4. **Balance of Payments:** Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.
5. **India's Trade Policy** – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank.
6. **WTO:** Nature and scope - Organisation and structure – trading blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning.
7. **Money and Capital market:** Features and components of Indian Financial system, objectives, features and structure of Money market and capital market, recent developments- Stock Exchanges, Investor Protection and Role of SEBI.
8. **Legal Framework:** Special features of The SICA (Special Provisions) 1985, BIFR, Consumer Protection Act, 1986,

References:

- Indian Economy, Dutt and Sundaram, S. Chand, New Delhi, 2009.
- Essentials of Business Environment, K.Aswathappa, Himalaya, 2008.
- Business Environment – Text and Cases, Justin Paul, TMH, 2009
- Indian Economy, Misra and Puri, Himalaya, 2009.
- Business Environment, Saleem, Pearson, 2008
- Recent Economic Survey Report of Government of India.
- Business Environment, Suresh Bedi, Excel, 2007.
- WTO--Text & Cases, Palle Krishna Rao, 1/e, PSG Excel Series, 2005.

(9EBS105) Statistical Methods for Management

The objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

*** Standard discounting and statistical tables to be allowed in the examinations.**

1. Meaning and definition of Statistics – Nature, Scope, Significance of statistics and mathematics – **Sources of data** – Types of data – Methods of data collection – Classification and Tabulation of data – Types of classification and tables – Rules of classification and tabulation.

2. Frequency distribution – Importance and different types of graphs and diagrams – Sampling techniques and sources.

3. Measures of Central Tendency: Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.

4. Correlation: Introduction, Significance and types of correlation – Methods of correlation – Co-efficiency of correlation.

5. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Interpretation of regression coefficients.

6. Probability – Meaning and definition of probability – Significance of probability in business application – Theories of probability – Addition and multiplication – Conditional laws of probability – Binominal – Poisson – Uniform – Normal and exponential distribution.

7. Derivatives: Derivative: Basic laws of derivative – Derivatives of some important functions – Higher order derivatives.

8. Differentiation : Calculation of certain limits through derivative – Marginal profit – Elasticity of demand with respect the price.

References:

- Statistics for Management, Richard I Levin, David S.Rubin, Pearson, 2008
- Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai.
- Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 2008
- Statistics for Management, P.N.Arora, S.Arora, S.Chand
- Mathematics for Management, Raghavachari.M, Tata McGraw Hill
- Statistics for Management , Lerin, Pearson Company, New Delhi.
- Business Statistics for Contemporary decision making, Black Ken, New age publishers, New Delhi.
- Quantitative Techniques for Decision Making, M.P.Gupta, PHI, 2009.

(9E00106) Business Communication

The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

1. Concept of Communication – Significance, Scope and functions of Business Communication – Process and dimensions of communication – Essentials of good communication – Channels of communication – Formal, informal communication – Upward, Downward, Horizontal communication – Grapevine Phenomenon.

2. Types of communication: Verbal – Oral Communication: Advantages and limitations of oral communication, written communication – Characteristics, significance, advantages & Limitations of written communication.

3. Non verbal Communication: Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.

4. Interpersonal communication – Interpersonal communication – Communication models: Exchange theory – Johari window – Transactional analysis, Communication styles.

5. Managing Motivation to Influence Interpersonal communication – Inter-personal perception – Role of emotion in inter personal communication.

6. Barriers to communication: Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers. Listening – Types of listening – Tips for effective listening.

7. Report writing – Formal reports – The elements of clear writing – Writing effective letters – different layouts of business letters – Informal reports – Writing good news and bad news – Meetings and oral presentations.

8. Interview – formal – informal – interview techniques – Communication etiquettes.

References:

- Business Communication, Meenakshi Raman, Oxford University Press.
- Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
- English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
- Business Communications,Hudson,5/e,Jaico Publications
- Business communication for managers, Penrose, Raspbery, Myers, Cengage
- The Skills of Communication, Bills Scot, Gower publishing company Limited, London.
- Effective Communication, Harward Business School, Harward Business Review No.1214.
- Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand

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(9E05107) Information Technology for Managers

The Objective of the course is to provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS. The Experiments may be devised as per the following requirements

- 1. Study of evolution of computers** - Generations – Computer Networks – Applications of computers in Management – Internet, E-Commerce, E-Business.
- 2. MS-Word**-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web.
- 3. MS Excel**-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.
- 4. Data Analysis with Statistical Tools**-Use of Financial Tools-Use of other functions in Excel for data analysis.
- 5. MS Power Point**-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics.
- 6. Developing a Professional presentation** on Business Plans, Institutions, Products, People etc.,
- 7. MS Access**-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.
- 8. Overview of SPSS**, Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package.

References:

- Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill,2009
- V.Rajaraman-Introduction to Information Technology, Prentice Hall India, 2008
- Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009
- George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009
- Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI, 2007.
- Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
- Lambet, Lambert III & Preperneau, Microsoft Office Access 2007 Step-by-Step, First Edition, Prentice Hall India, 2007.
- David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press, 2007.

(9E00108) Case Study – I

The Objective of the course is to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

Internal Evaluation (for 50 marks): At least two cases per subject shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal evaluation marks.

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(9E00201) Human Resource Management

The objective of the course is to provide basic knowledge of functional area of Human Resource Management. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

- 1. Human Resource Management:** Gaining a Competitive advantage – Responsibilities and Roles HR Departments perform – Changing nature of the HRM function – Competitive Challenges influencing HRM – Meeting competitive challenges through HRM practices.
- 2. HRM and Competency Building** – HRM and Change Management – HR as a Strategic Business Partner – The role of HR in providing Sustainable competitive advantage.
- 3. Human Resource Process:** Objectives and Process – Job Analysis and Design – Acquisition and preparation of HR – Selection and placement process – Types of interviews – Effectiveness of Interviews – Socialising, Orienting and Developing Employees.
- 4. HR Training:** Employee Training – Determining Training needs – Training approaches – Employee Development – Job shadowing – Employee Development Methods – Evaluating Training and Development Effectiveness.
- 5. Managing Careers:** Career Development versus Employee development – Career Development – Value for the organization and individual – Career stages – Career Choices and Preferences – Holland Vocational Preferences Model – The Schein's anchors – Myers Briggs Typologies – Mentoring and Coaching.
- 6. Performance Management:** An organizational model of Performance Management (PM) – Purposes of Performance Management – Performance Measures criteria – Approaches to measuring performance – Performance Appraisal Methods – Performance feedback – Performance Management and Pay Performance Management for Teams.
- 7. Contemporary Issues in HRM:** Work Life Balance - Diversity Management – Talent Management – Quality of Work Life – HR issues in Mergers and Acquisitions. HR – Competency Mapping – Employer Branding – Employee Branding – HR Scorecard – Whistle blowing Policy.
- 8. Industrial Relations:** Dynamics – Outsourcing – Implication of Globalization to HRM Function and Functionaries.

References

- Human Resource Management, Bohlander, 10th Edition, Thomson 2006,.
- Human Resource Management, Dessler Gary, 10th Edition, Pearson/Prentice Hall of India 2006,.
- Human Resource Management, Aswathappa, 4th Edition, TMH 2006,
- Human Resource Management, R.Wayne Mondy, Robert M.Noel,Pearson
- Personnel and Human Resource Management – Text and cases, Subbarao, Himalaya, 2009
- Human Resource Management, Noel A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.
- Human Resource Management a case study approach, Muller Jaico Publishers,2008
- Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.

(9E00202) Financial Management

The objective of the course is to provide the necessary basic tools for the students so as to manage the finance function. The students should be able to understand the management of the financing of working capital needs and the long term capital needs of the business organization

*** Standard Discounting Table and Annuity tables shall be allowed in the examination**

1. The Finance function: Nature and Scope. Evolution of finance function – The new role in the contemporary scenario – Goals of finance function – maximizing vs satisfying (School); Profit Vs Wealth Vs Welfare; the agency relationship and costs – The new debate on maximizing Vs satisfying. Wealth maximization and Risk-Return trade off.

2. The Investment Decision: Investment decision process – Project generation, project evaluation, project selection and project implementation. Developing Cash Flow Data. Using Evaluation Techniques – Traditional and DCF methods. The NPV Vs IRR Debate. Approaches for reconciliation.

3. Capital budgeting and Risk: Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficients, Probability tree approach – Sensitivity analysis.

4. The financing Decision: Sources of finance – a brief survey of financial instruments. Concept and financial effects of leverage. The capital structure decision in practice: EBIT-EPS analysis. Cost of capital: The concept – Average Vs Marginal cost of Capital. Measurement of cost of capital – Component Costs and Weighted Average Cost.

5. The Dividend Decision: Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter and Lintner – The basic dividend theorems for valuation. Dividend policies of Indian Companies.

6. Current Assets Management: Concepts and characteristics of working capital. Factors determining the working capital. Estimating working capital requirements. Working capital policy. Management of current assets – Cash, Receivables and Inventory. Cash budget, Receivables policy, Credit terms – Financing current assets – Customers credit. Short term bank finance – Bank norms for working – Capital financing.

7. Corporate Restructures: Corporate Mergers and acquisitions and take-overs-Types of Mergers – Economic rationale for Mergers, motives for mergers, Financial Evaluation of Mergers – different approaches for valuation.

8. Corporate Value based management systems – Approaches – Principles of good corporate Governance.

References

- Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill, 2007
- Managerial Finance, Gitman L.J., 11th Edition, Pearson Education 2006.
- Principles of Corporate Finance, Richard A Brealey et al., Tata McGraw Hill 2007.
- Fundamentals of Financial Management, Chandra Bose D, PHI-2006
- Corporate Finance: Theory and Practice, Vishwanath.S.R.2007, 2/e, Sage Publications.
- Financial Management – Text and cases, Bringham & Ehrhardt, Cengage, 2005
- Case Studies in Finance, Bruner.R.F.2007, 5th Edition, Tata McGraw Hill, New Delhi.
- Financial Management, I.M. Pandey, Vikas Publishers.

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(9E00203) Marketing Management

The objective of the course is to have the basic concepts of Marketing which is one of the important areas of functional management. This is a pre-requisite for taking up any elective paper in 3rd and 4th semester in the stream of Marketing.

- 1. Introduction to Marketing:** Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment.
- 2. Market Segmentation and Targeting:** Identification of Market Segments – Consumer and Institutional/corporate Clientele – Segmenting Consumer Marketing, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.
- 3. Product Management:** Product Life Cycle, PLC as a tool for Marketing Strategy, Constituents of a Product, Core Product, Augmented Product, Differentiated Products, Potential Product, Product Line, Product Mix, Product-line decisions, Brand decisions.
- 4. New Product:** Classification of new products, New product development, Idea Generation, Idea screening, concept testing, business analysis, market testing, commercialization.
- 5. Pricing Strategy:** Objectives of pricing, methods of pricing, selecting the final price, adopting price, initiating the price cuts, imitating price increases, responding to Competitor's price changes.

6. Sales and Distribution Management: Advertising and Sales promotion – Channel function and flows, channel levels, channel management decisions, types of retailers, trends in retailing, the growth and trends in wholesaling. Sales force and sales agency – Advantages and disadvantages.

7. Marketing Communication: Communicating Value – Role of Marketing Communication – Developing Effective Communication – Marketing Communication Mix – Managing the Integrated Marketing Communications process – Managing Mass Communication.

8. Direct Marketing: Word of mouth - Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation. Socially Responsible Marketing – Internal Marketing - Rural Marketing.

References:

- Marketing Management, Phillip Kotler, 11/e, Pearson, 2007
- Marketing Management, Rajan Saxena, TMH, 2008.
- Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin, 2007.
- Case Studies in Marketing, The Indian Context, Srinivasan, PHI, 2009
- Marketing, Lamb, Hair and McDaniel, 7/e, Thomson Publishers, 2006.
- Marketing Management, V.S. Ramaswamy and S. Namakumari, 3/e McMillan, 2003.
- Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2008
- Introduction to Marketing theory and practice, Adrian Palmer , Oxford University Press 2007

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(9E00204) Production and Operations Management

The Objective of the course is to enable students to understand the production Planning and Controlling aspects of a typical production and operations organization. To study understand the concepts of work study and Quality management.

- 1. Introduction:** Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today.
- 2. Product and Process Design:** Product and Process Development, Manufacturing Process Technology, CAD/CAM.
- 3. Facilities Management:** Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Flexible Manufacturing and Group Technology.
- 4. Aggregate Planning:** Preparation of aggregate demand Forecast, Specification of Organizational Policies for Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.
- 5. Scheduling:** Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production, Line balancing Lob, Methods of Production Control.
- 6. Work Study :** Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques.
- 7. Productivity:** Basic Concepts, Productivity Cycle, Productivity Engineering and Management, Total Productivity Model.
- 8. Quality management:** Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes -Total Quality Management - ISO 9000 series standards, Six Sigma.

References:

- Operations Management for Competitive Advantage, Chase, Aquilano, Jacobs: Tata McGraw Hill
- Modern Production/Operations Management, Elwood S.Buffa and Rakesh K.Sarin,Wiley India.
- Production and Operation Management, Aswathappa K Himalaya Publishing House, Mumbai.
- Operations Management, James R.Evans and David A.Collier, Cengage, 2009 Production and Operations Management, R. Panneerselvam: PHI Learning Private Limited.
- Production and Operations Management, SN Chary, Tata McGraw Hill, New Delhi, 2008.
- Operations Management, Mahadevan, Pearson Education, New Delhi.
- Production and Operations Management-Text and Cases, Upendra Kachru, Excel Books, New Delhi.

(9E00205) Management Information System

The objective of the course is to provide the basic concepts of systems concepts and Management of Information System and utility of the systems for the managerial decisions.

- 1. Introduction to MIS** – Importance of information for management decisions – Systems Approach and Information – System Development – Information System Architecture – Quantitative Techniques and Management Information Systems interfacing.
- 2. Physical design of computer sub-systems.** Database design, File design, input, out put and procedure design and system security.
- 3.MIS development** – process – system development – System Life cycle method Structured Development method, and prototype method – Soft ware development.
- 4. Information Systems – Computers in Management – MIS Office automation – Decision Support System – Expert system- Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS).**
- 5. Implementation, Evaluation and maintenance of MIS** – Pitfalls in MIS development. System modeling for MIS. System engineering methodology for MIS problem solving.
- 6.Control:** Testing security – coding techniques – detection of error – validation –cost benefit analysis – assessing the value and risk of information systems.
- 7. System Audit:** Software engineering qualities – design, production, service, software specification, software metrics, software quality assurance.
- 8. Systems methodology** – objectives – Time and Logic, Knowledge and Human dimension – software life cycle models – verification and validation.

References:

- Management Information Systems, C Laudon and Jane P.Laudon, et al, 9/e, PHI and Pearson Education, 2005.
- Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill , 2009
- Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India, 2006.
- Management Information Systems, James A. Obrein, Tata McGraw-Hill , 10/e, 2006.
- Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books, 2006
- Cases in MIS, Mahapartra,PHI, 2009
- ERP (Demystified), Alexis Leon, 5/E, Tata McGraw-Hill, 2006.
- Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill , 2006.

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(9E00206) Business Research Methods

Objective of the course is to have a general understanding of statistics as applicable to business and its use in areas of management research. The Course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making. It allows the students to grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.

***Standard Statistical tables shall be allowed in the examination**

- 1. Introduction: :Business Research:** Definition-Types of Business Research. Scientific Investigation: The Building Blocks of Science in Research-Deduction and Induction. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models.
- 2. Technology and Business Research:** Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions Ethics in Business Research: Ethical Treatment of Participants-Informed Consent, Rights to Privacy, Confidentiality.
- 3. The Research Process:** Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework- -Components of Theoretical Framework - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis.
- 4. The Research Design:** Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study -Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity- Content Validity, Criterion Related Validity and Construct Validity.
- 5. Collection and Analysis of Data** Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews.
- 6. Observational Surveys:** Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.
- 7. Data Analysis:** An overview of Descriptive, Associational and Inferential- Statistical Measures.
- 8. The Research Report:** Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report Oral Presentation- Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

References:

- Research Methods for Business—A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pte.Ltd, Singapore, 2003.
- Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e,Tata McGraw-Hill Publishing Company Limited, New Delhi, 2009
- Business Research Methods, William G. Zikmund, 7/e, Cengage, 2008.
- Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
- Research Methodology – methods & Techniques, C.R. Kothari, Vishwa prakashan, New Delhi. 2008
- An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill.
- Research Methodology in Management , Michael, V.P., Himalaya Publhsing House.
- Research Methodology, Dipak Kumar.Bhattacharya,Excel Books, 2006

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(9E00207) Operations Research

The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

1.Quantitative Analysis: Nature and Scope – Quantitative Analysis as A frame work for Managerial Decisions; Analysing and Defining the Problem, Developing A Model, Selecting the Inputs, Coming Up With A Solution, Quantifying the Model and the Solution, Putting the Model to Work, Relationship Between the Quantitative Specialist and the Manager, Typical Applications of Operations Research .

2.Linear Programming: Introduction to Maximization and Using Graphic Methods, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, the Simplex Solution to A Minimizing Problem.

3.Transportation Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem.

4.Assignment Model: Definition and application of Assignment model - Traveling Salesman Problem.

5.Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

6. Sequencing: Introduction – Optimal solution for processing ‘n’ jobs through two machines and ‘n’ jobs through three machines – Processing two jobs through ‘m’ machines.

7. Queuing Theory: Basic Elements of the Queuing Model, of the Poisson and Exponential Distributions, Queuing With Combined Arrivals and Departures, Queues With Priorities For Service, Tandem Or Series Queues, Queuing Decision Models.

8. P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.

References:

- Operations Research: Theory and Applications, J. K. Sharma, Macmillan India, 2007.
- Quantitative Analysis for Management, Barry Render, Ralph M. Stair, Jr. Michael E. Hanna, 9/e PHI Pvt. Ltd New Delhi 2007.
- Quantitative Techniques in Management, N.D. Vohra, TMH, New Delhi, 2007
- Operations Reserch, Premkumar Gupta, Hira, S.Chand, 2008
- Operations Research, Winston, Cengage, 2008
- Operations Research: An Introduction, Hamdy, A.Taha, Prentice-Hall of India; New Delhi 2007.
- Introduction To Operations Research: A Computer-Oriented Algorithmic Approach, Bill E Gillett, Tata Mc-Graw Hill, New Delhi, 2006.

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(9E00208) Case Study – II

The Objective of the course is to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

Internal Evaluation (for 50 marks): At least two cases per subject shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal evaluation marks.

(9E00301) Business Ethics and Corporate Governance

The objective of the course is to make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the corporate.

1. **Ethical theories and Approaches** - Modern Decision making - Ethical Models for Decision Making.
2. **Marketing Ethics:** Marketing ethics - advertising ethics - ethics in business competition.
3. **Ethical Aspects in HRM:** Ethics in Selection – Training and Development – Ethics at work place – Ethics in performance appraisal.
4. **Ethics in Finance:** Insider trading - ethical investment - combating Frauds.
5. **Ethical issues in Information Technology:** Information Security and Threats – Intellectual Property Rights – Cyber crime.
6. **Corporate Governance:** Purpose – Theories and Philosophies of Corporate Governance.
7. **Corporate Governance Structures and Processes:** Directors – committees - Institutional investors – Auditors.
8. **Corporate Social Responsibility:** Stakeholders – Environment – social Development.

References:

- Business Ethics –An Indian perspective, Fernando, Pearson Education, 2009
- “Perspectives in Business Ethics”, Laura P Hartman, 2nd ed. Tata McGraw Hill.
- Bob Tricker, Corporate Governance, Oxford, 2009
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
- Business Ethics -Concepts and Cases, Weiss,Cengage, 2009
- Business Ethics, Himalaya, C.S.V.Murthy, 2008
- Ethical Management, Satish Modh, Mcmillan, 2005
- The Theory and practice of Managerial Ethics, Jayashree sadri, Dastoor, Jaico,2008.

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(9E00302) Business Law and Regulation

The objective of the course is to enable students understand the legal framework of business.

1. **Law of Contract -1872 (Part-I):** Nature of contract and essential elements of valid contract, Offer and Acceptance.
2. **Law of Contract – 1872 (part-II):** Consideration, Capacity to contract and free consent, Legality of object.
3. **Sale of goods Act -1930:** General Principles, Conditions & Warranties, Performance of Contract of Sale.
4. **Companies Act, 1956 (Part-I):** Kinds of Companies, Formulation of Companies, incorporation, Company Documents.
5. **Company Act, 1956 (Part-II):** Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.
6. **Income Tax Act -1961:** Terminology of Income Tax Act, Importance of Residential Status, Incidence of Tax, Heads of Income, Computation of Total Taxable Income and Tax, Tax schedules, Tax Deducted at Source.
7. **Central Excise Act -1944:** .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.
8. **Information Technology Act, 2000:** Scope and application of IT act, 2000, Digital signature, e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers.

References:

- *Mercantile Law*, N.D.Kapoor, Sultan Chand & Sons, 2006.
- *Mercantile Law*, S.S. Gulshan, 3/e, Excel Books,
- *Business Law*, Mathur, Tata McGraw-Hill, 2009
- *Legal Aspects of Business*, Ravinder Kumar, Cengage,2009
- *A Manual of Business Laws*, S.N.Maheshwari & Maheshwari, Himalaya.2008
- *Mechantile Law*, Garg, Sareen, Sharma, Chawla, Kalyani, 2009
- *Business Law*, Chandra Bose, PHI , 2008
- *Income Tax and Central Tax : Law and Practice*, B.B. Lal, Pearson Education,

(9E00303) Entrepreneurship Development

The objective of the course is to make students understand the nature of entrepreneurship, and its importance to business.

1. **Nature of Entrepreneurship:** features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad.
2. **Forms of Entrepreneurship:** Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, intrapreneurship - Role of Government in the promotion of Entrepreneur, State Enterprises in India.
3. **Aspects of Promotion: Idea generation** – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights.
4. **Financial Aspects of the Entrepreneurship:** Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Government Grants and Subsidies, Types of Investors and Private Offerings.
5. **Project Planning and Feasibility Studies:** The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & report preparation.
6. **Entrepreneurial Strategy:** Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.
7. **Women Entrepreneurship:** scope of entrepreneurship among women, promotional efforts supporting women entrepreneurs in India - Successful cases of women entrepreneurs.
8. **Rural Entrepreneurship and EDPs:** Need, Rural Industrialization – Role of NGO's – Organising EDPs – Need, Objectives, Evaluation of EDPs

References:

- Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, New Delhi, 2009.
- Fundamentals of Entrepreneurship, H. Nandan, PHI, First/e, New Delhi, 2009.
- Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH,2009.
- The Dynamics of Entrepreneurial Development and Management, Vasanth Desai,Himalaya,2009
- Entrepreneurship Management – text and cases, Bholanath Dutta, Excel Books, 2009
- Entrepreneurship – New venture Creation, Holt, PHI, 2009
- Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson, 2006
- Entrepreneurship,Roy, Oxford,2009.

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Elective I
(9E00304a) Management Control Systems

The objective of the course is to provide students with knowledge of management control and Financing decisions. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

1. **Management control systems:** Nature, Goal Congruence, Informal Controls, Functions of the Controller.
2. **Responsibility Centers:** Revenue Centers- Expenditure Centers-Profit Centers
3. **Transferring Prices:** Objectives – Methods – Pricing Corporate Services.
4. **Break Even Analysis:** Break Even concept Break Even Chart – Break Even Point-Margin of safety – Angle of incidence-assumptions – uses and limitations of Break Even Analysis (Illustrations).
5. **Preparation of Budget:** Nature - Process of Budget – Essentials of a successful budgetary Control System – Preparation of Various Types of Budgets – Cash Budget – Flexible Budget – Production Budget.
6. **Standard Costing & Variance Analysis:** Elements of Standard Costing System – Advantages of Standard Costing – Variance Analysis – Direct Material Cost Variance – Causes and control – Labour Cost Variance.
7. **Inventory Control:** Classification of Inventories – Objectives of Effective inventory control – Inventory Control Techniques – Economic ordering Quantity (EOQ) – Control through ABC Analysis.
8. **Management Control of Service Organisations:** Non-profit organisations – Professional organisations – Multinational firms.

References:

- Management Control Systems, Anthony R.N., Govindarajan V (Tata McGraw Hill)
- Management Control systems (Principles and practices), P Saravanavel., 2007, HPH.
- Management Control systems (A Managerial Emphasis), Pradip Kumar Sinha, 2009, Excel Books.
- Modern Management Control Systems, Merchant : (Pearson)
- Management Control Systems : Using Adaptive Systems to attain Control Maciariello & Kirby : (Prentice Hall)
- Management Control and Reporting System, Mohindar N Kaura, SAGE Publications Pvt. Ltd.,
- Management Control Systems, Maciariello & Kirby, PHI.
- Management Control Systems, Ghosh, PHI.

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Elective I
(9E00304b) Product and Brand Management

The objective of the course is to provide students with detailed knowledge of Classification of Products, Product Mix, Product Line, Product Strategies, Product Positioning Strategies, Product Planning and Development for existing products, New Product Development, Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity,

- 1. Product concept in Marketing Strategy and New product Planning:** Organisational arrangements Managing the development process: Ideas
- 2. Managing the development process: Development to Commercialisation:** The consumer Adoption Process; PLC management – Special Issues.
- 3. Understanding Brands:** Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity,
- 4. Brand Positioning & Brand Equity:** Value addition from Branding – CRM – Brand Loyalty.
- 5. Managing Brands:** Brand creation, Brand name Decision, Brand Extension, Brand Product relationship; Brand portfolio, Brand revitalization.
- 6. Measuring & Interpreting Brand Performance:** Brand assessment through research – Brand Identity, Brand positioning, Brand image,
- 7. Brand personality:** Assessment and change, financial aspects of Brand.
- 8. Branding in different sectors:** Customer sector, in Industrial sector, in Retail sector, in service sector.

References:

- Product Management in India, Ramanuj Majumdar, PHI
- Product Management ,C.Nandan, , TMH, 2009
- Compendium of Brand Management,Chunawalla. S.A, Himalaya
- Product & Brand Management,Mathur.U.C , Excel
- Marketing and Branding, S.Ramesh Kumar, Pearson, 2007
- What's in a Brand? , John Philip Jones, TMH
- Brand Management – Text & Cases , Harsh V Verma , Excel
- Become the Brand of Choice, Jason Hartman, Jaico, 2009

Elective I
(9E00304c) Human Resource Planning

The objective of the course is to provide the students with the conceptual framework and Human Resource Planning.

1. **Introduction** - Macro and Micro Level Manpower Planning – Significance – Process – Factors Influencing.
2. **Systems Approach to Human Resource Planning** – Manpower Inventorying – Methods – Manpower Forecasting – Models and Techniques.
3. **Recruitment** – Sources – Evaluation and Selection – Procedures – Techniques – Factors Influencing Recruitment and Selection
4. **Placement** – Induction – Training – Strategies for Orienting New Employees – Career Planning
5. **Manpower Utilization** – Indices and Techniques - Factors Affecting Performance.
6. **Employee retention** – Human resource recruitment – Transfer – Promotion – Job redesign techniques – Job rotation – Job enrichment – Job enlargement.
7. **Learn Staff Policy** - Downsizing – Retrenchment, Retirement, Redeployment, and Exit Strategy.
8. **Human Resource Information System** -Human Resource Accounting – Human Resource Auditing – Human Resource Audit Report for Business Improvement.

References:

- Human Resource Planning, DK Bhattacharya,Excel,2008
- Human Resource System,Udaiprakesh and T.V. Rao,Oxford,2009
- Manpower Planning and Development of Human Resources, Thomes H. Patters: John Wiley,2009
- Organisation and Manpower Planning, Garden, Me Beath, Business Books
- Human Resource Planning Srivarsava MP,Institute of Royal Resource
- Stratrgic Human Resource Management,Monical Belcont-Kenneth J.Mcbey, Cengage,2009

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Elective I
(9E00304d) e-Business

The objective of the course is to provide students with a good knowledge of e-commerce and e-business principles and practices.

1. **e-Business Strategy and Models:** e-Business-elements-Business requirements, Inhibitors of e-business, e-Business Strategy.
2. **e-Markets: Factions, e-Markets vs Traditional Market,** e-Markets Success factors, e-Market Technology Solutions.
3. **e-Procurements:** The purchasing process, Developments in IT purchasing, e-procurement-Models, e-procurement- Solutions.
4. **Security and Reliability for e-business :** Reliability and Quality considerations, Quality requirements, Risk Management, Trust, e-business security, realizing a secure e-Business infrastructure.
5. **Approaches to Middleware:** Middleware, messaging, Remote Procedure calls (RPC), Remote Method Invocation (RMI), Message – Oriented Middleware (MOM), Data-access middleware, Transaction-oriented middleware, Distributed-object middleware,
6. **Leveraging Legacy Applications:** Enterprise information systems and legacy enterprise assets, Strategies for modernizing legacy systems, Non-invasive approaches, Legacy modernization techniques.
7. **Enterprise application and e-business Integration:** overview of Enterprise application and e-business Integration, Integration Challenges.
8. **e-business Solutions and Protocols:** Web services-service-Oriented architecture, Required business standards and protocols. Review of applicable IT Laws.

References:

- e-business Roadmap for success, Ravi kalakota & Maina Robinson, Pearson,2008
- e-Commerce, the Cutting Edge of Business, Kamalesh K Bajaj & Debjani Nag, TMH,2008
- E-Commerce,Parg Diwan,Excel,2008
- Creating a winning e-business, Napier, 2/e Thomson,2009.
- e-Business, Michael P.Papazoglou & Pieter M.A. Ribbers, 1/e, WILEY
- e-Commerce and e-Business,Chaffey,Pearson,2009

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Elective II

(9E00305a) Financial Institutions, Markets and Services

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.

1. **The structure of financial system:** Financial system and economic development, Financial Sector reforms.
2. **Regulatory and Promotional Institutions:** Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, The role and functions of SEBI.
3. **The banking Institutions:** The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks.
4. **The Non-banking financial Institutions:** Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.
5. **Financial Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits.
6. **Securities markets:** Organization and structure, listing trading and settlement, SEBI and Regulation of Primary and Secondary Markets.
7. **Asset/fund based financial services:** lease finance, consumer credit and hire purchase finance. Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing.
8. **Fee-based / Advisory services:** Stock broking, credit rating. Investment Banking- Introduction, Functions and activities, underwriting, Challenges faced by investment bankers.

References:

- Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill, 2007.
- Financial markets and institutions, Mishkin, Pearson Education, 6th edition, 2008.
- Financial services, Gorden & Natarajan, Himalaya publishers. 2009.
- Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition, 2009.
- Financial services, Thirpati, PHI, 2009
- Financial Institutions and Markets, Meir Kohn, Oxford University Press, 2007.
- Financial Markets & Services, Vasanth desai, Himalaya, 2009.
- Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers, 2008.

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Elective II
(9E00305b) Logistics and Supply Chain Management

The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality. The course will also strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management. Consequently the course provides advanced knowledge about logistics and their supporting systems from a supply chain perspective.

1. **Role of Distribution in Value discovery:** Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management.
2. **Meaning and definition of supply chain management:** Supply chain management in the global environment.
3. **Customer focus in supply chain management:** Supply chain drivers and obstacles, Customer Service, Customer Satisfaction.
4. **Planning demand and supply in a supply chain:** Planning and managing inventories in a supply chain – Transportation in a supply chain, modes of transportation, Transportation cost in E-retailing.
5. **Net work design decisions:** Network operations, planning, Decision problem modals, Information technologies in a supply decision.
6. Production in supply chain management – Purchasing in a supply chain management – financial issues in supply chain management – E-business and supply chain.
7. **Supply chain integration:** coordination in a supply chain – Inter functional coordination – Inter Corporate coordination .
8. **Measuring Performance in the supply chain:** Managing the supply chain – Supply chain Restructuring.

References:

- Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH, 2009
- Supply Chain Management ,Janat Shah, Pearson
- Supply chain management concepts and cases, Rhahul V. Altekar, PHI, 2008
- Text Book of Logistics and Supply Chain Management, Agrawal, Macmillan, 08
- Principles of Supply Chain Management – A balanced approach, Wisner, Leong, Tan, Cengage, 2009
- Exploring Supply Chain – theory and practice, Upendra Kachru, excel, 2009
- Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico , 2009
- Logistics and Supply Chain Management, K. Shridhara Bhat, , Himalaya, 2009

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Elective II
(9E00305c) Training and Development

The objective of the course is to provide an overview of Training and Development in the organization. The prerequisite for the course is knowledge of HRM.

1. **Training concepts** :Introduction - Concept - Training Process- Significance- Models of Training- Systematic Model- Transitional Model- Systems approach to training.
2. **Careers and Career Management**: Concept and significance -Model of Career Development (Career Stages). Career Management Systems- Roles of Employees, Managers, Human Resource Managers and Company in Career Management.
3. **Training function**:HR and the Training function - Training and corporate strategy - Organization and Management of Training Function- Role and Responsibilities - Challenges to Training Managers
4. **T&D Organizations and policies** :Training Centers in organisaions- Role of external agency in T&D- Training as consultancy. - Evolving Training Policy— On-the-job training- Off-the-job training-Training budget and schedules/calendar.
5. **Training needs assessment** :Training Needs Assessment - Definition and purposes - Components of Needs assessment- Advantages- Competency modeling - Organization Analysis - Team Work for Conducting Training Needs Analysis- selection of Trainees.
6. **Design of training programme** :Course content design – Trainer skill development - Facilities design- Trainee design -Resistance in Training- Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest.
7. **Training methods** :Indoor training methods: *On-the-job Training*-Job Instruction Technique- - Coaching-*Off –the –job methods*- Straight Lectures-Discussion Methods- Demonstrations- Games and Simulations- - Case studies- Role play- Behavior Modeling- Audio Visual Enhancements to Training-Static and Dynamic Media- Outdoor *training methods*- field games-leadership exercises.
8. **E-learning and Evaluation of T & D programme** :*E-learning methods*- Computer-Based Training-programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training programme- Conceptual model of training - Effectiveness -Evaluation criteria-Kirkpatrick model.

References:

- Employee Training and Development, Raymond A.Noel, TMH ,2009
- Effective Human Resource Training and development Strategy, B.Rathan Reddy, Himalaya,2009
- Donald L. Kirkpatrick and James D.Kirkpatrick, Evaluating Training programs, Tata McGraw Hill,2009
- Rolf P.Lynton and Udai Pareek, Training for development, Sage publications,2009
- Human Resource Development, Halder,Oxford,2009
- Human Resource Development, R.Krishnaveni,Excel,2009
- Effective Training, Banchand, Thacker, Pearson, 2009
- Training- Theory and Practice, Aparna Raj, Kalyani

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Elective II
(9E00305d) Customer Relationship Management

The objective of the course is to provide students with a good knowledge of Customer Relationship Management, Technological and Operational Issues in implementing CRM.

1. **Conceptual Foundations of CRM** – Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship selling concept.
2. **CRM in Consumer Markets** – Customer Service and Contact Centers for CRM – Customer Satisfaction and Loyalty.
3. **Customer acquisition**, Retention and Development – Complaint Management – Sales Force Automation.
4. **Technological Tools for CRM** – Components of CRM Solutions – Product offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People soft – e CRM.
5. **Managing CRM Project** – Planning CRM Programme.
6. **Technological and Operational Issues in implementing CRM** – Benefits and barriers to CRM.
7. **Customer Relationship Quality Management** – Designing an Effective Relationship Management System.
8. **CRM Road blocks**: Privacy and Ethics – Future of CRM.

References:

- Customer Relationship Management, Jagadish Seth, TMH, 2008
- Customer Relationship Management, chaturvedi Mukesh, Excel, 2008
- Customer Relationship Management, Peelan, Pearson, 2008
- Customer Relationship Management, Roger J. Baran : Cengage, 2009
- Customer Relationship Management A Strategic Perspective, G. Shainesh & Jagadish N Sheth, Macmillan
- Customer Relationship Management Essentials John W Gosney and Thomas P Boehm, PHI, 2008
- Customer Relationship Management, Das Subhasish, Excel, 2008

Elective III
(9E00306a) Investment and Portfolio Management

The objective of the course is to provide students an understanding of working of capital markets and management of portfolios of stocks. The pre-requisite for the course is Financial Accounting and Analysis and Financial Management.

*** Standard discounting and statistical tables to be allowed in the examinations.**

1. **Investment:** Objectives, Process of Investment, Investment and speculation.
2. **Capital Markets:** Stock Exchanges – BSE – NSE – OTCEI - Trading in Stock exchanges – New issue market.
3. **Fundamental Analysis:** Economy, Industry - Company analysis.
4. **Technical Analysis:** Fundamental Analysis Vs Technical Analysis - Dow Theory, Trend Analysis, Patterns, Moving Averages. Relative Strength Index (RSI), Moving Average.
5. **Measurement of return:** Revenue Return and Capital appreciation, Holding period – statistical methods – probability distribution – Calculation of expected return.
6. **Measurement of Risk:** risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance – correlation coefficient – Beta – calculating expected return and risk.
7. **Valuation of Securities:** approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation.
8. **Portfolio Management:** Process of Portfolio Management, Diversification – Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models.

References:

- Investment Analysis and portfolio management, Chandra, McGraw Hill 2009.
- Security Analysis Portfolio Management, Ranganatham & Madhumathi, Pearson Education, 2004
- Security Analysis and Portfolio Management, Sudhindra Bhat, 2008, excel.
- Security analysis and portfolio management, Avadani, Himalaya publishers, 2009.
- Investment analysis portfolio management, Reilly & Brown, Cengage, 8/e,2009
- Investment Management, V.K.Balla, S.K.Tuteja, Sultan & Chand Company Ltd, 09
- Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai.2009
- Investment, Bodie, McGraw Hill Book Company, 2009

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Elective III
(9E00306b) SALES AND DISTRIBUTION MANAGEMENT

The objective of this course is to provide students an opportunity of learning the basics and concepts of Sales Management and Distribution Management.

1. **Introduction:** Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives, Strategies and Tactics- Emerging Trends in Sales Management- Linking Sales and Distribution Management.
2. **Management of Sales :** Strategic Planning- Role of Marketing & Sales- Marketing & personal selling Strategies – Sales Strategy – Developing sales forecast-Forecasting approaches
3. **Management of Sales :** Concepts of Sales Organisation- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force – Training and Motivating Sales Force- Compensating and Leading Sales force- Sales force expenses.
4. **Distribution Management:** Definition- Need for Distribution Management- Need for Distribution Channels – Value addition of Distribution Management- Marketing Channels- Channel Formats- Relationship of flows to service levels – Channel levels – Service Channels
5. **Customer-Oriented logistics management:** Introduction-objectives of logistics- logistics planning- inventory Management decisions transportation decisions
6. **Retail management:** Introduction-Retail marketing mix and retail positioning – developing and Implementing merchandise strategies-deciding on the customer service levels-trading format –customer communication strategy in retail outlets
7. **Designing Channel Systems:** Channel Design factor – Channel planning process – Ideal Channel structure – Training, Motivating & Evaluating Channel members- Channel Design Comparison – Implementation
8. **Managing the International Channels of Distribution:** Introduction- Differences in customer-expectations across countries-international orientation of companies –model of entry decision – implications of entry modes.

References:

- Sales Management, John F Tanner Jr, Earl D Honeycutt Jr & Robert C Erffmeyer: Pearson Education, 2009.
- Sales and Distribution Management, Krishna K Havaldar & Vasant M Cavale TMH, 2007
- Advertising, Sales and promotion Management, Chunawala Himalaya, 2009
- Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev, Oxford, 2009
- Sales and distribution Management, S L Gupta, Excel, 2009.
- Strategic Marketing and Channel Management, Donald J. Bowersox & M. Bixby Cooper, TMH, 2008
- Selling and Sales management, Jobber, 7/e Pearson Education, 2009.
- Successful Sales Promotion, Pran Choudhury, Ricky Elliott & Alan Toop, Orient Longman Limited, 1998

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Elective III
(9E00306c) Performance Management

The objective of the course is to provide an outline of performance management of individuals in the organization. The prerequisite for the course is knowledge of HRM.

1. **Performance management :** Concept -Performance management vs performance appraisal--Performance management vs Human resource management- Purposes-Significance :Benefits to organisation, Benefits to managers, Benefits to employees-Characteristics of performance management- Process-Introducing PMS in an organisation.
2. **Planning employee performance and development and mentoring :** Benefits-Components of Performance and Development Plan –Steps in preparing plan- Review of plan Concept of mentoring - Benefits of mentoring - Characteristics of mentor-Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls
3. **Monitoring performance:** Monitoring performance - Performance reviews: Objectives, Frequency of Review, Conducting review meetings, Problems in conducting meetings-Guidelines for conducting meetings.
4. **Coaching and counseling :** Coaching for performance improvement -. Concept - Tips for effective coaching Counselling -Functions of counselling- Steps in counseling process
5. **Annual Stock taking:** Stock taking of performance -Uses –Appraisal system design : Process and approaches - Appraisal methods - MBO and Assessment centre -360 degree appraisal - Balanced score card.
6. **Stock taking of potential, reward and recognition:** Stock taking of potential-Appraisal for reward - Appraisal for recognition
7. **Learning organisation :** Concept of learning organisation- Learning approaches-Learning sources - Importance of learning-. Characteristics of learning organisation-Transmitting learning into action - Building high performance teams- Managing underperformers.
8. **Reward and compensation Management :**Concept and types of compensation-Objectives - Competitive compensation design- Internal factors - External factors-Equity in Compensation systems- Fringe benefits- Objectives -Factors influencing fringe benefits - Types of fringe benefits- Retirement benefits Statutory and tax aspects

References

- Performance Management, Herman, Aguinis, Pearson Education, 2009.
- Performance Management and Appraisal Systems, T.V.Rao, Response, 2008.
- Performance management, Kandula, PHI, 2009.
- 360 Degree Feedback and Assessment and Development Centres, T.V.Rao, Excel, 2008.
- Performance Management, Michael Armstrong, Kogan Page, 2007.
- Performance Management, A.S.Kohli, T.Deb, Oxford, 2008.
- Performance Management, Dinesh k.Srivatsava, Excel, 2008.

Elective III
(9E00306d) Enterprise Resource Planning

The objective of the course is to provide the basic concepts of Enterprise Resource Planning, ERP Implementation and Maintenance.

1. Induction to ERP: Overview of ERP, MRP, MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP MARKET.

2. Business PROCESS Re-engineering (BPR) – BPR Process, Clean Slate Re-engineering, Technology Enabled Re-engineering, Myths regarding BPR.

3. Business Intelligence Systems-Data Mining, Data Warehousing, On-line Analytical Processing (OLAP).

4. ERP Modules I: Finance, Controlling, Accounting System, Manufacturing and Production Systems.

5. ERP Modules II: Sales and Distribution Systems, Human Resource Systems.

6. ERP Modules III: Plant Maintenance System, Material Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

7. ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP and IS.

8. ERP Products: SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

References:

- Enterprise Resource Systems, Motiwala, Pearson, 2009
- Enterprise Resource Planning, Alexis Leon, TMH, 2008
- Enterprise Resource Planning and MIS, Venugopal Rao, Excel, 2009.
- ERP concepts & Practice, Vinod Kumar Kard arid NK Venkata Kristean, PHI, 2008
- Concepts in ERP, Monk, 2/e Thomson, 2009
- ERP in Practice, Vaman, TMH, 2008
- Enterprise Resource Planning, Mahadeo Jaiswal & Ganesh Vanapalli, Macmillan, 2008
- Managerial Issues of ERP, David L. Olson, TMH, 2009

Elective IV
(9E00307a) RISK MANAGEMENT AND INSURANCE

The Objective of this course is to give students a deeper insight into the concepts and strategies of Risk Management and Insurance.

1. **Introduction to Risk:** Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Identification and Measurement, Risk Management Techniques: Non Insurance Methods.
2. **Insurance as a Risk Management:** Techniques Principles: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of utmost good Faith, Requisites of Insurable Risks.
3. **Requirements of an Insurance Contract:** Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers.
4. **Risk Aversion and Risk Management:** by Individuals & Corporations, Loss Control, Types of Loss Control, Optional Loss Control when Costs and Benefits are known.
5. **Indian Insurance Industry:** Life Insurance, General Insurance – Growth, Development Role of Insurance in the economy, Regulation of Indian Insurance Business.
6. **Risk Management and Shareholders Wealth:** Risk Retention / Reduction Decision, Alternative risk Management, Hedging with Derivative Contracts.
7. **Analysis of insurance coverage:** legal aspects of insurance contracts – insurance contract analysis – property and liability coverage.
8. **Benefit Programs:** Health care financing and health insurance – employee benefit plans– designing issues in employee benefit plan.

References:

- Principles of risk Management & Insurance, George E. Rejda: 9th Edition, Pearson Education, 2009.
- Risk Management, (Edited), Prof.K. Ramakrishna Reddy and Prof.P. Murali Krishna, Discovery Publishing house, New Delhi 2007
- Principles of Insurance Management, Gulati: Excel, 2009
- Risk Management & Insurance, Scott E. Harringam Gregory R. Nichaus: TMH, 2009.
- Insurance and Risk Management P.K.Gupta:, Himalaya ,2009.
- Risk management and insurance, Trieschmann, Cengage, 2009.
- Risk Management Insurance and Derivatives, G. Koteshwar: Himalaya, 2008
- Introduction to Risk Management and Insurance, Dorfman: 8/e, Pearson, 2009.

Elective IV
(9E00307b) Advertising and Sales Promotion Management

The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as Distribution and Promotion.

1. **Advertising:** Changing concept, role of advertising in a developing economy, a critical appraisal, types of advertisement consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix.
2. **Organising for Advertising:** Advertising department and advertisement manager, objectives and functions - Role of advertisement agencies functioning of advertisement agencies. Advertising agency skills and service, client agency relationship.
3. **Advertisement budgets:** Types, determining optimal expenditure, decision models, sales response and decay, communication, state, competitive share.
4. **Ad media:** Characteristics, media selection, optimizing and non optimizing approaches, media scheduling, media research- Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation, insertions, contract.
5. **Advertisement:** Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.
6. **Advertisement effectiveness:** Pre-testing, post testing, experimental designs.
7. **Sales Promotion:** Definition, role, types, consumer sales promotion, dealer display contests, discounts, bonus offers, retail merchandising techniques. Publicity: Public relations campaign, use of press, radio and TV, opinion building, customer service and community service.
8. **Public Relations:** Publicity and corporate advertising. Process of PR, Publicity, power of publicity, control and dissemination of publicity, advantages and disadvantages.

References:

- Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, 3/e, Pearson, 2008
- Integrated Advertising, Promotion and Marketing Communications, Kruti Shah, Alon D'Souza, TMH, 2009
- Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage, 2007
- Advertising & Sales Promotion, SHH Kazmi, Satish Batra, 3/e, Excel, 2009
- Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage, 2009
- Advertising Management, Jethwaney, Jain, Oxford, 2009
- Contemporary Advertising, Arens, 10/e, TMH, 2009
- Advertising, Sales and Promotion Management, S.A.Chunawalla, Himalaya, 2009

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Elective IV
(9E00307c) Reward Management

The objective of this course is to specialize the HR students in the process of Compensation and Reward Management.

1. **Reward Management:** Concept, Significance, Basis for Compensation, Factors influencing compensation Practices, Trends.
2. **Compensation Determination,** Job evaluation as basis Conducting pay and benefit surveys and competency analysis.
3. **Pay Structures-** Pay structures purpose and types, graded pay structures, broad banding, rewarding individual and team contributions.
4. **Organizational performance,** performance related pay, performance management and rewards, shop floor incentive schemes, skill based pay, competency related pay, team rewards, relating rewards to organizational performance, non financial rewards.
5. **Employee benefits,** allowances and pension schemes, managing the reward system for special groups, rewarding directors and senior executives.
6. **International pay and expatriates rewards,** rewarding sales staff, managing reward systems, managing rewards with the help of computers.
7. **Statutory provisions** – Wage boards, pay commission – Pay budget management – International pay system.
8. **Pay Structures in Different MNC'S** – The case of temperamental talent, High performance through Participative Management, when and Executive Defects, Empowerment that came undone, Team Based Compensation: The HR Manager's Dilemma–Performance based compensation structure in Crompton Greaves Ltd., Performance Management System at Bharti Telecom, EVA Incentive Scheme: The TCS Approach and Experience.

References:

- Compensation Management, Henderson: Pearson,2008.
- Compensation Management, Milkovich,Newman,TMH,2009
- Tapomoy deb: Compensation Management, Excel Books,2009
- Performance Appraisal and Compensation Management: A Modern Approach,Goel,PHI, 2009
- Compensation and reward System,B D Singh, Excel ,2008.
- Compensation Management, Sunil Bakshi,Paragon International,2009.
- Employee Reward, Michael Armstrong,Oxford,2008
- Compensation Management, Dr. Sakshi Vasudeva: Paragon International,2009

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Elective IV
(9E00307d) Data Warehousing and Data Mining

The objective of the course is to give an understanding Data Warehousing and Data Management concepts.

- 1. Managing Data:** Individual Data Management, Organisational Data Warehousing and Data Management, Components of Organisational Memory, Evaluation of Database Technology.
- 2. Database Systems in the Organisation :** Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations.
- 3. Data Warehousing Introduction:** What is a Data Warehouse, Who uses Data warehouse, Need for Data Warehouse, Applications of Data Warehouse Concepts.
- 4. 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.
- 5. Meta Data:** Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use.
- 6. Analyzing the Contexts of the Data warehouse:** Active Analysis, User Queries – OLAP.
- 7. Constructing a Data warehouse System:** Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage.
- 8. Getting Data into the Data warehouse** – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.

References:

- Decision Support Systems and Data warehouse Systems, Efram G. Mallach: TMH,2009
- Modern Data Warehousing, Mining and Visualization Core Concepts, Marakas, Pearson,2008
- Data warehousing, Data Mining OLAP, Berson Smith, TMH,2008
- Data Mining Techniques and Tasks, THMSivanandam, Thomson,2009
- Data Management, Data Bases and Organizations, Richard T Watson : 5/e, Wiley.

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(9E00308) Case Study-III

The Objective of the course is to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

Internal Evaluation (for 50 marks): At least two cases per subject shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal evaluation marks.

(9E00401) Strategic Management

The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business

- 1 **Introduction- Concepts in Strategic Management**, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Concepts of Core Competence, Crafting a strategy for competitive advantage.
- 2 **Environmental Scanning: Industry and Competitive Analysis** – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis.
- 3 **Strategic Analysis and Choice: Tools and techniques**- Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, Market Life Cycle Model - and Organisational Learning, and the Experience Curve.
- 4 **Strategy Formulation : Formulation of strategy at corporate**, business and functional levels. Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations.
- 5 **Strategy Implementation : Strategy and Structure**, Strategy and Leadership, Strategies for competing in Global markets and internet economy - Resource Allocation as a vital part of strategy – Planning systems for implementation.
- 6 **Growth strategy: Turnaround Strategy**, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures.
- 7 **Diversification Strategy**: types of diversification strategies- related, unrelated business, vertical and horizontal diversifications, concentric and conglomerate diversifications.
- 8 **Strategy Evaluation and control** – Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

References:

- Crafting and Executing Strategy: Concepts and Cases, Thompson, Gamble, Jain, 14/e, TMH, 2009.
- Strategic Management Concepts and Cases ,Fred R.David 12/e, PHI, 2008
- Concepts in Strategic Management and Business Policy, Wheelen & Hunger, Pearson Education, New Delhi, 2008.
- Strategic Management – Text and Cases, V.S.P. Rao, Excel, 2008.
- Strategic Management, Ireland, Hoskinsson, Hitt, Cengage, 2009
- Strategic Management – Theory and Application, Habergerg, Rieple, oxford, 2008
- Strategic Management, P. SubbaRao, Himalaya, 2009
- Business policy and strategic management, Sukul Lomash, P.K.Mishra, Vikas, 2009

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(9E00402) International Business Management

The challenges in International Business Management, The blocks and strategies are the focal points of the course. It helps students acquire conceptual frame works knowledge and insight to operate at International Level.

- 1. Anatomy of International Business Environment** – International Economic, Political, Legal, Social and Cultural – Frame Work.
- 2. International Trade regulatory Frame Work** – Trade Barriers – Export Promotion and Import Substitution.
- 3. Regional Trade Organizations**, their Impact on International Business. Role of World Trade Organisation (W.T.O.), Its Impact on International Business.
- 4. International Financial Frame Work** – Balance of Payment – Foreign Exchange Market Mechanism – Exchange rates, risk management.
- 5. Export Financing** – International Liquidity. Role of IMF, IBRD in International Business.
- 6. Organizing For International Business** – Strategies and Issues in International Human Resource Management and Development, Staffing policy, managing the Expatriates.
- 7. Creation of Global Structure** – Developing Global Competitiveness, International marketing strategies in different stages of product life cycle.
- 8. Economic Zones:** Objectives, Foreign Trade Zone, Economic Processing Zone, Free Zone, Special Economic Zone , Net Foreign Exchange Earning.

References:

- International Business- Environments and operations, Daniells, Radebangh, Sullivan, Salwan, Pearson, 2009
- Internatinal Business,Cherunilam, 4/e, PHI
- Intrnational Business,Hill, Jain, 6/e, TMH
- Internatinal Business,Shyam Shukla, Excel, 2008
- International Business, P.Subbarao, 2/e,Himalaya
- Internatinal Business, Justin Paul, 4/e, PHI
- International Business, Joshi, Oxford,2009
- International Business, Czinkota, Moffett, 7/e, Cengage

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Elective V
(9E00403a) FINANCIAL DERIVATIVES

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

*** Standard discounting and statistical tables to be allowed in the examinations.**

1. **Introduction to Derivatives :** Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives,
2. **Financial and Derivative markets:** Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.
3. **Future and Forward Market:** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures.
4. **Determination of forward and future prices:** Interest rate futures, Currency futures and Forwards.
5. **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.
6. **Basic Option Strategies:** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.
7. **Swaps:** Concept and Nature, Evolution of Swap Market, Features of Swaps,
8. **Major types of Swaps:** Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

References:

- Financial Derivatives, Mishra: Excel, 2009.
- Risk Management & Derivatives, Stulz, Cengage, 2009
- Derivatives and Risk Management, Jayanth Rama Varma: TMH, 2008.
- Financial Derivatives, Gupta, 1st Edition, PHI 2008
- Options, Futures and other derivatives, John C Hull: 7th Edition, Pearson Education, 2009
- Derivatives Valuation and Risk Management, David A. Dufresne, Thomas W Muller, TR: Oxford, 2008
- Fundamentals of futures and options market, John C Hull: Pearson Education, 2008.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya, 2008

(9E00403b) Services Marketing

The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product.

1. **Understanding services marketing:** Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system.
2. **Marketing plans for services:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monetary marketing planning and services.
3. **Services market segmentations:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.
4. **Creating value in a competitive market:** Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.
5. **Pricing strategies for services:** Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.
6. **Service promotion:** The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.
7. **Planning and managing service delivery:** The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.
8. **Customer Relationship Marketing:** Relationship Marketing, Strategic responses to the intangibility of service performances, complaints management, CRM Programs

References:

- Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, 6/e, Pearson, 2009
- Services Marketing—Integrating Customer Focus Across the Firm, Valarie A. Zeithaml & Mary Jo-Bitner: 4/e, TMH, 2009
- Services Marketing – Concepts planning and implementation, Bhattacharjee, excel, 2009
- Services Marketing, Srinivasan, 2/e, PHI, 2009
- Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford, 2009
- Services Marketing – Text and Cases, Rajendra Nargundkar, TMH, 2009
- Marketing of Services, Hoffman, Bateson, Cengage, 2006
- Service sector Management, C. Bhattacharjee, Jaico, 2008

Elective V
(9E00403c) Organization Development

The objective of the course is to provide the students with the conceptual framework and the theories underlying Organizational Development.

- 1. Organization Development** –Definition –Contributory Stems, Values, Assumptions.
- 2. Beliefs in OD**-Values in Transition – Ethical issues in OD.
- 3. Characteristics and Foundations of OD**- Systems Outlook- Third Wave Management and Organization Transformation.
- 4. Diagnostic Process and Areas of Diagnosis** –Action Research- As a Process and Approach- OD .
- 5. Interventions classification** – Team Interventions – Intergroup Interventions- Third party peace making intervention.
- 6. Structural Interventions**- Comprehensive Interventions and Training Experience
- 7. Other Interventions**- T- Groups, Behaviour Modelling, Life and Career Planning.
- 8. Consultant Issues** – System Ramifications – Power politics in OD – Future of OD.

References:

- Organisation Development and Transformation, French, Bell & Zawacki, 6/e TMH,2008
- Organization Development,French & Bell,Pearson.2008
- Organisation Change and Development,Kavita Singh: Excel,2008
- Organization Development,Daniel Robey & Steven Actman,Macmillan.
- OrganisationDevelopmentChange,Cummins & Worley,Thomson/Cengage,2009
- Organisation Development Interventions& Strategics, S. Ramnarayan, T.v Rao & kuldeep singh,Response.2009
- Organisation Development,Daniel Robey & Steven Actman,Macmillan.

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Elective V
(9E05403d) Data Communication and Network Analysis

The objective of the course is to provide the basic concepts of Data Communication and Network Analysis, network security, privacy and data encryption.

1. **Introduction** – General structure of Networks – ISO, OSI Reference Model. Hierarchical Network, connectivity analysis – delay analysis – local access Network design.
2. **Physical layer:** transmission and multiplexing – digital transmission – circuit switching packet switching – terminal handling – error correction and error correcting codes.
3. **Data – link layer:** simple protocols. Unrestricted stop and wait sliding window protocols.
4. **Network layer: virtual circuits and data grams**, centralize hierarchical and broadcasting algorithms.
5. **Transportation layer and Session layer:** transport service – addressing and connection establishment – flow control and buffering – synchronization – crash recovery gate way– internet work fragmentation – session layer.
6. **Presentation layer:** network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols.
7. **Application layer** – distribution systems.
8. **ISDN – Service & History**, TCP/IP and Net Working and Inter net working Derives.

References:

- Data Communication and Computer Networks, Duck& Read, 2/ e, Person,2009
- Data Communications and Net Working, Behrouz A. Forouzan, TMH,2009
- Data Networks, Bertsekas & Gallages, PHI
- Computer Communications and Networking Technologies, Michael A. Gallo, Cengage,2009
- Understanding Data Communications & Networks, William A. Shay, Vikas.

Elective VI
(9E00404a) International Financial Management

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.

1. **Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.
2. **Balance of Payments:** Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Indian BoP Trends.
3. **International Monetary System:** Introduction, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates, Convertibility currency international liquidity and international reserves.
4. **Management of foreign exchange exposure and risk:** Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure.
5. **Cross-border Investment Decisions:** Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Incorporate Risk in Investment Decisions.
6. **Financing Decisions of MNC's:** Introduction, the cost of capital, capital structure, Methods of rising capital.
7. **Working Capital Management:** Cash management, management of receivables, Inventory management, financing current assets.
8. **Multinational Financing Institutions:** The International Bank for Reconstruction and Development, the International development association, The International Finance Corporation, International monetary fund.

References:

- International Financial Management, T. Siddaiah: Pearson, 2009
- International Financial Management, S. Eun Choel and Risnick Bruce: TMH, 2009
- Multinational Financial Management Srivastava. R. M.: Excel, 2009.
- International Financial Management, Machi Raju, HPH, 2008.
- international finance management, Jeff Madura, Cengage, 1st Edition, 2009.
- International Financial Management, Sharan 5th Edition, PHI, 2009.
- International Financial Management, Madhu Vij: Excel, 2009.
- International Financial Management, V. A Avadhani, Himalaya 2008

**Elective VI
(9E00404b) International Marketing**

The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities.

- 1. International Marketing:** Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade.
- 2. International market environment:** International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.
- 3. Analyzing and targeting international market opportunities:** regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting.
- 4. International Market Entry Strategies:** Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.
- 5. International product management:** International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.
- 6. International Marketing Channels:** channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.
- 7. Pricing and Promotion for international Markets:** Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing – Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.
- 8. Export Marketing:** Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

References:

- International Marketing Analysis and Strategy, Sak Onkvisit, John J. Shaw, 3/e, PHI, 2009
- Global marketing Management , Keegan, Green, 4/e, Pearson, 2008
- International Marketing, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH, 2009
- International Marketing, Vasudeva PK, excel, 2008
- Global Marketing, Management, Lee, Carter, Oxford, 2008
- International Marketing and Export management, Albaumb, 5/e Pearson Education, 2009.
- Global Marketing, Johansson, TMH, 2008.
- Integrated Marketing Management – Text and Cases, Mathur, Sage, 2008

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Elective VI
(9E00404c) Global Human Resource Management

The objective of the course is to provide an outline of Global Human Resource management of MNC'S.

1. **International Human Resource Management concept**, expanding role – Global issues and challenges.
2. **Human and Cultural Variables in Global Organizations** – Cross Cultural Differences – Cross – Cultural Research Methodologies – Hofetede's Hermes Study, Managerial Implications.
3. **International staffing** – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment- Training Expatriation – Repatriation.
4. **Compensation Practices** – Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN'S and TCN'S.
5. **Appraisal in the Global Perspective**, Programmes and Agencies - Evaluation of Global HRM Practices.
6. **Training and development** – Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issues.
7. **International Industrial Relations** – Trade Unions, Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management.
8. **People Management** – USA – European Countries, Asian Countries and Middle East.

References:

- International Human Resource Management, Aswathappa, TMH, 2009
- International Human Resource Management, Tony Edwards & Chris Rees, Pearson, 2008
- Internal Human Resource Management, Rao P.L, Excel. 2008
- International Human Resource Management, Subba Rao P, Himalaya, 2008
- International Dimensions of Organizational Behaviour, Adler N.J, Kent
- International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage, 2009

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Elective VI
(9E00404d) Corporate Information Management

The objective of the course is to provide a broad outline of Information Technology and its application at corporate business units and to understand all the issues related to the IT management.

1. **IT planning and strategy tools:** Strategy analysis – environment analysis- Conducting strategy audit- Assessing opportunities and risks- Company –technology analysis – Industry –technology analysis Trajectories of technology- The need for new capabilities.
2. **Extending the enterprise:** Organising for innovation –Collaboration- Understanding business networks: differentiation interdependence and ownership – Designing hybrid governance models- Building collaborative community- Emerging network business models.
3. **IT Alignments :** Building the case for IT- leveraging infrastructure and creating options- Components of internet working infrastructures –Rise of internet working – business implications.
4. **Managing IT services :** Availability facilities- uninterruptible power –Delivery- climate control – security – New service models.
5. **IT outsourcing** - Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages- Outsourcing opportunities- Managing relationships with outsourcing agencies
6. **Coordination and control of IT :** Development stages of IT in organising- Nolans’ model- Distributed data processing - Centralisation vs decentralisation- drivers toward user dominance- Drivers towards centralised policy- Coordination and location IT policy.
7. **Project management:** Project categories- Project management: stage in project – planning and controlling tools-Problems – Towards effective project management.
8. **Technology and innovation:** Understanding technological developments- Technology cycles-. Creative idea generation- Employee creativity – R&D- Role in technology development-Innovations in IT

References:

- Lynda M.Applegate, Robert D.Ausitn and F. Warren McFarlan, *Corporate Information strategy and Management*, TMH
- C,S,G,,Krishnamcharyulu and Lalitha R. *Management of Technology*, Himalaya
- Sanjiva Shnkar Dubey, *IT strategy and Management*, PHI, 2009.
- Parag Kulkarni *IT strategy for Business*, Oxford, 2009.
- V.K.Narayan, *Managing Technology and Innovation for competitive Advantage*, Pearson, 2009.
- C.K. Prahlad, *The New Age of Innovation*. TMH,2009.

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(9E00405) Case Study-IV

The Objective of the course is to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

Internal Evaluation (for 50 marks): At least two cases per subject shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal evaluation marks.

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(9E00406) Seminar

The objective of the seminar is to evaluate the skills required for the managers viz., communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills acquired by the students in the course of M.B.A and to analyse the managerial capabilities.

Students are required to present a seminar on any contemporary issue of the business.

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(9E05407) Project Work

Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before the commencement of the project work each student is required to submit a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for the subsequent work. The project should have an internal faculty as guide. The student can initiate the project work in the penultimate semester of the course.

References:

- Business Essentials: *Research Project*, Viva, 2009
- Paul Oliver: *Writing Your Thesis*, Sage, 2009
- M.K.Rampal & S.L.Gupta: *Project Report Writing*, Paragon International, 2009
- Michael Jay Polonsky: David S Waller: *Designing and Managing a Research Project*, Sage, 2009
- Surendra Kumar: *An Aid to Project Work*, Paragon International, 2009.
