

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR

Course Structure and Detailed Syllabi (2017-18 onwards)

Master of Business Administration

MBA Semester – I

S. No	Course code	Subject	L	T	P	C
1.	17E00101	Management & Organizational Behaviour	4	-	-	4
2.	17E00102	Business Environment & Law	4	-	-	4
3.	17E00103	Managerial Economics	4	-	-	4
4.	17E00104	Financial Accounting for Managers	4	-	-	4
5.	17E00105	Statistics for Managers	4	-	-	4
6.	17E00106	Management Information Systems	2	-	-	2
7.	17E00107	Information Technology for Managers	2	-	-	2
8.	17E00108	Communication Lab	-	-	3	2
9.	17E00109	Data Analytics Lab	-	-	3	2
		Total	24	-	6	28

MBA Semester – II

S. No	Course code	Subject	L	T	P	Credits
1.	17E00201	Human Resource Management	4		-	4
2.	17E00202	Marketing Management	4		-	4
3.	17E00203	Business Research Methods	4		-	4
4.	17E00204	Financial Management	4		-	4
5.	17E00205	Operations Research	4		-	4
6.	17E00206	Operations Management	4		-	4
7.	17E00207	Business Communication	2		-	2
8.	17E00208	Business Analytics Lab	-		3	2
9.	17E00209	Business Communication Lab	-		3	2
		Total	26		6	30

***Note: The student shall initiate project work immediately after II semester and evaluation shall take place in IV semester**

MBA Semester – III

S. No	Course code	Subject	L	T	P	C
1.	17E00301	Business Ethics & Corporate Governance	4	-	-	4
2.	17E00302	Green Business Management	4	-	-	4
3.	17E00303	Entrepreneurship Development	4	-	-	4
4.		Elective I	4	-	-	4
	17E00304	Cost and Management Accounting				
	17E00305	Product and Brand Management				
	17E00306	Human Resource Development				
	17E00307	Mobile Commerce				
5.		Elective II	4	-	-	4
	17E00308	Financial Institutions and Services				
	17E00309	Consumer Behavior				
	17E00310	Labor laws and Legislation				
	17E00311	Supply Chain Management				
6.		Elective III	4	-	-	4
	17E00312	Investment and Portfolio Management				
	17E00313	Rural Marketing				
	17E00314	Performance Management				
	17E00315	Enterprise Resource Planning				
7.		Elective IV	4	-	-	4
	17E00316	Auditing and Taxation				
	17E00317	Advertising and Sales Promotion Management				
	17E00318	Knowledge Management				
	17E00319	Data warehousing and Mining				
8.	17E00320	Business Simulation Lab	-	-	3	2
9.	17E00321	MOOCS	-	-	-	
		Total	28	-	3	30

MBA Semester – IV

S. No	Course code	Subject	L	T	P	C
1.	17E0040 1	Strategic Management	4	-	-	4
2.	17E0040 2	E-Business	4	-	-	4
3.	17E0040 3 17E0040 4 17E0040 5 17E0040 6	Elective V Financial Derivatives Services Marketing Organization Development Data Communication and Network Analysis	4	-	-	4
4.	17E0040 7 17E0040 8 17E0040 9 17E0041 0	Elective VI International Financial Management International Marketing Global Human Resource Management Corporate Information Management	4	-	-	4
5.	17E0041 1	Seminar (Contemporary Issues on Business)	-	-	3	2
6.	17E0041 2	Project Work	-	-	12	10
		Total	16	-	15	28

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MBA I Semester

L	T	P	C
4	0	0	4

(17E00101) 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 – Principles of Management - Patterns of Management: Scientific – Behavioural – Systems – Contingency.

2. Decision Making & Controlling – Process – Techniques. Planning – Process – Problems – – Making It Effective. Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective

3. Individual Behaviour & Motivation – Understanding Individual Behaviour – Perception – Learning – Personality Types – Johari window- Transactional Analysis- Motivation – Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler

4. Group Behavior & Leadership: Benefits of Groups – Types of Groups – Group Formation and Development. Leadership and Organizational Culture and Climate: Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good leader- Women Leadership in India.

5. Organisational Behaviour–Organizing Process – Departmentation Types – Making Organizing Effective – Organisational culture- Types of culture – Organisational Culture Vs Organisational climate - Conflict management - Change Management

Textbooks:

- Organisational Behaviour, Stephen P. Robbins, Pearson Education
- Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House
- Principles of Management, Koonz, Weihrich and Aryasri, Tata McGraw Hill.

References:

- Organisational Behaviour ,S.S.Khanka, S.Chand
- Organisational Behaviour , Mishra .M.N ,Vikas
- Management and Organisational behaviour, Pierce Gordner, Cengage.
- Behaviour in Organizations, Hiriyappa .B.New Age Publications
- Organisational Behaviour, Sarma, Jaico Publications.

- Principles of Management ,Murugesan ,Laxmi Publications

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MBA I Semester	L	T	P	C
	4	0	0	4
(17E00102) BUSINESS ENVIRONMENT AND LAW				

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. **Introduction to Business Environment:-** Meaning, Components of Business Environment.-Industrial policy of 1991, Liberalization, Privatization and Globalization
2. **Monetary, Fiscal and Trade Policy:** Monetary & Fiscal Policy –,EXIM Policy, Role of EXIM Bank. Balance of Payments: **WTO:** Role and functions of WTO in promoting world trade –TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.
3. **Law-Definition -Need, classification and sources of Business Law, Law of Contract - 1872 (Part-I):** Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object.
4. **Companies Act, 1956 (Part-I):** Kinds of Companies, Formulation of Companies, Incorporation, Company Documents. **Company Act, 1956 (Part-II):** Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.
5. **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 - Right to Information Act,2005 –GST Act 2017.

Textbooks:

- Essentials of Business Environment, K.Aswhappa, Himalaya publishers.
- Mercantile Law - N.D.Kapoor, Sultan Chand & Sons.
- Mechantile Law- Garg, Sareen, Sharma, Chawla, Kalyani publishers.

References:

- Indian Economy, Dutt and Sundaram, S. Chand, New Delhi.
- Business Environment – Text and Cases, Justin Paul, TMH.
- Indian Economy- Misra and Puri, Himalaya.
- Business Environment, Suresh Bedi, Excel.
- Mercantile Law, S.S. Gulshan, 3/e, Excel Books,
- Legal Aspects of Business, Ravinder Kumar, Cengage.
- *A Manual of Business Laws*, S.N.Maheshwari & Maheshwari, Himalaya.
- Business law for management, K.R.Bulchandani-Himalaya Publishing.
- Business law, R.S.N Pillai, Bhagavathi, S.Chand

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
MBA I Semester

L T P C
4 0 0 4

(17E00103) 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. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, New management tools of optimization.
2. **Theory of Demand:** Demand Analysis – Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques.
3. **Production Analysis:** Production function, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Cost concepts - cost-output relationship in the short run and long run, Average cost curves - Break Even Analysis.
4. **Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.
5. **Inflation and Business Cycles:-**Definition and meaning-characteristics of Inflation-types of inflation - effects of inflation - Anti-Inflationary methods - Definition and characteristics of business cycles-phases of business cycle - steps to avoid business cycle

Textbooks:

- Managerial Economics -Analysis, Problems ,Cases ,Mehta,P.L., Sultan Chand &Sons.
- Managerial Economics, Gupta, TMH

References:

- Managerial Economics, D.N.Dwivedi,Eighth Edition,Vikas Publications
- Managerial Economics, Pearson Education, James L.Pappas and Engene F.Brigham
- Managerial Economics, Suma Damodaran, Oxford.
- Macro Economics by MN Jhingan-Oxford
- Managerial Economics- Dr.DM.Mithani-Himalaya Publishers
- Managerial Economics-Dr.H.L Ahuja-S.Chand and Com pvt ltd, NewDelhi
- Managerial Economics by Dominick Salvatore, Ravikesh Srivastava- Oxford University press.

- Managerial Economics by Hirschey- Cengage Learning

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MBA I Semester **L T P C**
4 0 0 4
(17E00104) 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:** Definition, Importance, Objectives, uses of accounting and book keeping Vs Accounting, Single entry and Double entry systems, classification of accounts – rules of debit & credit.
2. **The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments, accounting principles.
3. **Valuation of Assets:** Introduction to Depreciation - Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO, Valuation of goodwill - Methods of valuation of goodwill.
4. **Financial Analysis -I** Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis
5. **Financial Analysis-II:** Objectives of fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Preparation of Cash flow statement - Funds flow statement Vs Cash flow statement.

Textbooks:

- Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd.,
- Accountancy .M P Gupta & Agarwal ,S.Chand

References:

- Financial Accounting , P.C.Tulisan ,S.Chand
- Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI
- Financial Accounting Management An Analytical Perspective, Ambrish Gupta, Pearson Education
- Accounting and Financial Management, Thukaram Rao, New Age Internationals.
- Financial Accounting Reporting & Analysis, Stice & Stice, Thomson
- Accounting for Management, Vijaya Kumar, TMH
- Accounting for Managers, Made Gowda, Himalaya
- Accounting for Management , N.P.Srinivasan, & M.Shakthivel Murugan, S.Chand

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MBA I Semester

L	T	P	C
4	0	0	4

(17E00105) STATISTICS FOR MANAGERS

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.

1. Introduction of statistics – Nature & Significance of Statistics to Business, , 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.

2. Correlation: Introduction, Significance and types of correlation – Measures of correlation – Co-efficient of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Properties of regression coefficients-Rank Correlation.

3. Probability – Meaning and definition of probability – Significance of probability in business application – Theory of probability –Addition and multiplication – Conditional laws of probability – Binominal – Poisson – Uniform – Normal and exponential distributions.

4. Testing of Hypothesis- Hypothesis testing: One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way .

5. Non-Parametric Methods: Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes - Sign test for paired data.

Textbooks:

- Statistical Methods, Gupta S.P., S.Chand. Publications

References:

- Statistics for Management, Richard I Levin, David S.Rubin, Pearson,
- Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd
- Complete Business Statistics, Amir D. Aezel, Jayavel, TMH,
- Statistics for Management, P.N.Arora, S.Arora, S.Chand
- Statistics for Management , Lerin, Pearson Company, New Delhi.
- Business Statistics for Contemporary decision making, Black Ken, New age publishers.
- Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai

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MBA I Semester

L	T	P	C
2	0	0	2

(17E00106) 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. **MIS An overview** - Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, Structure of MIS, role of MIS in global business. Challenges of Managing MIS.

2. **Data resource management** - Data base concepts, The traditional approaches, the modern approaches (Data base management approaches) DBMS, Data models, Data ware housing and mining.

3. **Business application of IS** - Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision making and Role of MIS, Business intelligence and Knowledge management systems.

4. **Management of IS** - Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Product based MIS evaluation, Cost /Benefit based evaluation, Process based calculation, System maintenance.

5. **Security, Ethical & Social Issues** : IS security threats, Protecting IS, IS Security Technologies, The disaster recovery plan, IS Ethical Issues, social issues.

Textbook:

●

MIS –Managerial Perspective, D.P.Goyal,Vikas Publications.

References:

●

Management Information Systems, C Laudon and Jane P.Laudon, et al, Pearson Education.

● MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning

● Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill.

● Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India.

● Management Information Systems, James A. Obrein, Tata McGraw-Hill .

● Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books.

● Cases in MIS, Mahapartra, PHI.

● Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill .

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MBA I Semester

L	T	P	C
2	0	0	2

(17E00107) INFORMATION TECHNOLOGY FOR MANAGERS

The main objective of this course is to make the student familiarize in information technology and their applications to business processes.

- 1. Fundamentals of IT:-** Components of a system - Meaning and nature – Role of IT in various sectors - Information technology management - Strategies for gaining IT advantage.
- 2. Database Management Systems:** Introduction to DBMS - Applications to data base - concepts, data access methods – Types of data processing-data base languages
- 3. Understanding Ms-Office:-** MS-Word - MS-Excel - Formulae, Graphs, Basis Statistical Formulae, MS-Access, MS-PowerPoint - Creating Effectiveness presentations.
- 4. Data Communication and Networks:** Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.
- 5. Emerging Trends in IT:** Introduction to SAP, IP addresses, IP protocol, various ERP packages, Implementation of ERP - Introduction to big data - cloud computing

Textbooks:

- Fundamentals of Information Technology, Alexis Leon, & Mathews Leon - Vikas.

References:

- Basics of Computer Sciences, Behrouz Forouzan, Firoz Mosharraf, Cengage.
- Information Technology for Management, Ramesh Behi, Mc Graw Hill.
- Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill.
- V.Rajaraman, Introduction to Information Technology, Prentice Hall India.
- Information Technology and theory Aksoy, Cengage Learnings.
- Foundations of IT,Dhiraj Sharma, Excel Books.
- MS Office 2000 for every one, Sanjay Saxena – Vikas

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MBA I Semester

L	T	P	C
0	0	3	2

(17E00108) COMMUNICATION LAB

Objective: The introduction of Communication Lab is considered essential at I year II semester level. At this stage the students need to prepare themselves for their careers which may require them to listen, to read, speak and write in English both for their professionals and interpersonal communication in the globalised context.

1. **Understanding the need of Communication Skills** for Managers and the importance of effective communication, role play activities and case study analysis
2. **Phonetics** – Introduction to sounds of speech, vowels and consonants, phonetic transcription, orthographic transcription, syllabification, word stress, Innovation, Accent, Rhythm and Situational Dialogues
3. **Listening exercises** - listening with a focus on pronunciation (ear training): segmental sounds, stress, weak forms, intonation - listening for meaning (oral comprehension) : listening to talks, lectures, conversations, discussions, jokes, riddles etc.
4. **Speaking Skills** –Expressing opinions, Telephone conversations, PPT Presentations, Poster Presentations, Welcome Address (Inviting Dignitaries to department workshops, symposiums and university functions), proposing vote of thanks and Mock Interviews.
5. **Writing and Reading exercises:-** Reading and writing comprehensions, Note making after reading a text, showing the main idea and supporting ideas and the relationships between them
-Practice in writing paragraphs, short essays and summaries etc.

Note :- 1) K-Van Solutions-Advanced communication Lab
2) Sky pronunciation for Phonetics.

Reference Books:

- Basic Business Communication Skills for empowering the internet generation, LesikarFlatley, Tata McGraw Hill.
- Business Communication for Managers, Penrose, Rasberry and Myers, Cengage.
- A Text Book of English Phonetics for Indian Students by, T.Balasubramanian, McMillan.
- Oxford Advanced Learner’s Dictionary.
- BCOM, Mala Sinha, Cengage
- Business Communication, Bovee, Pearson.
- Business Communication, Locker, Kaczmarek, Tata McGraw Hill.
- Speaking and Writing for Effective Business Communication, Francis, MacMillan India Ltd.
- Business Communication, Asha Kaul, PHI.
- Speaking about Science, A manual for creating clear presentations, Scott Morgan and BarretWhitner, CUP.
- The Ace of Soft Skills, Gopal Ramesh and Mahadevan Ramesh, Pearson Education.
- From Campus to Corporate, Ramachandran KK and Karthcik KK, MacMillan India Ltd.
- Body Language – Your success mantra, Dr. ShaliniVarma, S Chand

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MBA I Semester

L	T	P	C
0	0	3	2

(17E00109) DATA ANALYTICS - LAB

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.

The Experiments may be devised as per the following requirements

1. **MS-Word**-Creation of Document- Format Document-Text editing and saving- Organising information with tables and outlines-Mail merge-Publishing documents on Web. **MS Power Point**-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc
2. **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
3. **Sample test for means**-T-test, Z-test, ANOVA, one way, two way..
4. **Correlation**-Significance and application, Pearson & Spearman Correlation
5. **Regression**-Simple linear regression, Multiple regression.

References:

- Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
- David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.
- Alexisleon, TMH, 2008, Enterprise resource planning.
- The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
MBA II Semester

L T P C
4 0 0 4

(17E00201) 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. Introduction:-** Meaning of HR and HRM, Nature & Scope of HRM, Functions of HRM, Role and Objectives of HRM, Personnel Management, Policies and Strategies of HRM.
- 2. Designing and Developing HR systems:-** Human Resource Planning, Job Design, Job Analysis, Job Evaluation, Job Enlargement, Job Enrichment, Job Rotation, Recruitment & Selection, Placement, Promotion & Transfer.
- 3. Compensation Management:-** Introduction, objectives of wages and salaries administration, influencing factors for determining compensation- Monetary and non monetary benefits.
- 4. Human Resource Development:-** Concepts, Development Function, Training and Development, Performance Appraisal & Career Planning and Development.
- 5. Recent Trends in HRM:** Outsourcing, Work Life Balance, Quality Circles and Total Quality Management.

Textbooks:

- Personnal and Human Resource Management – Text and cases, P. Subbarao, Himalaya.
- Human Resource Management, Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.

References

- Human Resource Management, Aswathappa, 4th Edition, TMH 2006
- Human Resource Mangement, Ian Beardwell & Len Holden-Macmillan India Ltd.
- Managing Human Resources: Productivity, quality of work life, profits- Wayne F.
- Cascio TMH.
- Strategies HRM by Rajeev Lochan Dhar, Excel Books.
- Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.

(17E00202) 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. Understanding Marketing Management:** Concepts of Marketing, Marketing Strategies & Plans, Creating long term loyalty relationships, Marketing mix, PLC, Analyzing Competitors ,Conducting Marketing research.
- 2. Connecting with Customers & Building Strong Brands:** Analyzing Consumer Markets, Analyzing Business Markets, Tapping into global markets, Identifying market segments and targets, Crafting Brand Positioning, Creating Brand Equity- Addressing Competition and driving growth.
- 3. Creating & Communicating Value:-** Setting product strategy, Designing & managing services, Introducing new market offerings. Developing pricing strategies & programmes. Designing & Managing Integrated Marketing Communications, Advertising & Sales Promotions, Events and experiences, Managing digital communication - online, social media & mobile, Personal selling.
- 4. Delivering Value :-** Managing retailing, wholesaling and logistics. Designing and Managing Integrated Marketing Channels
- 5. Sales Management:-** Nature & Importance of Sales Management, Skills of sales manager, Sales objectives, Concepts of sales organization, Types of sales organization.

Textbooks:

- Marketing Management, Phillip Kotler, Kevin Lane Keller, 15th edition ,Pearson.

References:

- Marketing, A South Asian Prospective, Lamb, Hair, Sharma, Mcdaniel, Cengage .
- Marketing Asian Edition Paul Baines Chris Fill Kelly page, Oxford.
- Marketing Management 22e, Arun Kuar, Menakshi, Vikas publishing .
- Marketing in India, Text and Cases, S.Neelamegham, Vikas .
- Marketing Management, Rajan Saxena, TMH.
- Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin.
- Case Studies in Marketing, The Indian Context, Srinivasan, PHI.
- Marketing Management, V.S. Ramaswamy and S. Namakumari, McMillan.
- Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH.
- Introduction to Marketing theory and practice, Adrian Palmer , Oxford University Press

(17E00203) 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 to Business Research:** Definition-Types of Business Research. Scientific Investigation, 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.
2. **The Research Process:** Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis. 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 - Sampling and Methods of sampling
3. **Collection and Analysis of Data** Sources of Data-Primary and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews- Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.
4. **Data Analysis:** An overview of Descriptive, Associational and Inferential- Statistical Measures.
5. **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

Textbooks:

- Research Methodology – methods & Techniques, C.R. Kothari, Vishwa prakashan.
- Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pte.Ltd, Singapore.
- Research Methodology(Concepts and cases) Deepak Chawla Neena Sondhi-Vikas publishing
- Business Research Methods 8e, Zikmund- Babin-Carr- Adhikari-Griffin-Cengage learning.

References:

- Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e,Tata McGraw-Hill Publishing Company Limited.
- Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
- An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill
- Research Methodology in Management, Michael, V.P., Himalaya Publishing House.
- Research Methodology, Dipak Kumar. Bhattacharya, Excel Books.
- Research Methodology (Concepts and cases) Deepak Chawla Neena Sondhi-Vikas publishing.
- Business Research Methods- Alan Broman, Emma Bell 3e, Oxford university
- Research Methodology ,Dr.Vijay Upagade and Dr.Aravind Shende

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MBA II Semester

L	T	P	C
4	0	0	4

(17E00204) 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. Importance of Finance function – The role in the contemporary scenario – Goals of Finance function; Profit Vs Wealth maximization .

2. The Investment Decision: Investment decision process – Project generation, Project evaluation, Project selection and Project implementation. Capital Budgeting methods– Traditional and DCF methods. The NPV Vs IRR Debate.

3. The Financing Decision: Sources of Finance – A brief survey of financial instruments. The Capital Structure Decision in practice: EBIT-EPS analysis. Cost of Capital: The concept, Measurement of cost of capital – Component Costs and Weighted Average Cost. The Dividend Decision: Major forms of Dividends

4. Introduction to Working Capital: Concepts and Characteristics of Working Capital, Factors determining the Working Capital, Working Capital cycle- Management of Current Assets – Cash, Receivables and Inventory, Financing Current Assets

5. Corporate Restructures: Corporate Mergers and Acquisitions and Take-overs-Types of Mergers, Motives for mergers, Principles of Corporate Governance.

Textbooks:

- Financial management –V.K.Bhalla ,S.Chand
- Financial Management, I.M. Pandey, Vikas Publishers.
- Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill

References

- Financial Management , Dr.V.R.Palanivelu , S.Chand
- Principles of Corporate Finance, Richard A Brealey etal., Tata McGraw Hill.
- Fundamentals of Financial Management, Chandra Bose D, PHI
- Financial Managemen , William R.Lasheir ,Cengage.
- Financial Management – Text and cases, Bringham & Ehrhardt, Cengage.
- Case Studies in Finance, Bruner.R.F, Tata McGraw Hill, New Delhi.
- Financial management , Dr.M.K.Rastogi ,Laxmi Publications

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(17E00205) 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. **Introduction to OR: Meaning, Nature, Scope & Significance of OR** - Typical applications of Operations Research.
The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P, Graphical solution to L.P.P, Simplex Method, Artificial Variable techniques, Two Phase Method, Variants of the Simplex Method.
2. **Transportation Problem:** Introduction, Transportation Model, Finding initial basic feasible solutions, Moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy.
Assignment Problem – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.
3. **Sequencing** – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems.
4. **Game Theory:** Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.
5. **Project Management:** Rules for drawing the network diagram, Application of CPM and PERT techniques in Project Planning and Control.

Textbooks:

- Operations Research / S.D.Sharma-Kedarnath

References:-

- Introduction to O.R/Hiller & Libermann (TMH).
- Operations Research /A.M.Natarajan,P.Balasubramani,A. Tamilarasi/Pearson Education.
- Operations Research: Methods & Problems / Maurice Saseini, Arthur Yaspan & Lawrence Friedman. Pearson
- Quantitative Analysis For Management/ Barry Render, Ralph M. Stair, Jr and Michael E. Hanna/
- Operations Research / R.Pannerselvam, PHI Publications.
- Operations Research / Wagner/ PHI Publications.

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(14E00206) 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. Product and Process Design - Product and Process Development, Manufacturing Process Technology, CAD/CAM analysis

2. Facilities Management & Aggregate Planning: Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Flexible Manufacturing and Group Technology: Aggregate Planning - Preparation of Aggregate Demand Forecast, Specification of Organisational Policies For Smoothing, Capacity Utilization, Determination of feasible Production Alternatives

3. Scheduling : Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Line of Balance, Methods of Production Control ,World class production

4. Work Study & Quality Management : Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques. Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes

5. Materials Management: Introduction, Objectives, Importance of Materials Management-Issues in Materials Management – Functions – Activities –Selection of Materials-Advantages of Materials Management.

Textbooks:

- Production and Operation Management, Aswathappa K- Himalaya Publishing House
- "Production and Operations Management" - Dr. K. Sai Kumar, Kalyani Publishers

References:

- Operations Management and control, Biswajit Banerjee-S.Chand.
- Production and Operations Management –Dr.K.C.Arora ,2nd Edition- University Science Press.
- Production and Operations Management, R. Panneerselvam: PHI Learning Private Ltd.
- Production Management , Martand T Telsang-S.Chand
- Modern Production/Operations Management, Elwood S.Buffa and Rakesh K.Sarin,Wiley ..
- Production and Operations Management, SN Chary, Tata McGraw Hill, New Delhi.
- Operations Management, Mahadevan, Pearson Education, New Delhi.
- Production and Operations Management-Text and Cases, Upendra Kachru, Excel Books.

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(17E00207) 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 – Communication Process – Essentials of good communication – Channels of Communication – Formal, Informal Communication – Upward, Downward, Horizontal Communication.
- 2. Types of communication: Verbal – Oral Communication:** Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations
Non verbal Communication: Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.
- 3. Interpersonal Communication:** Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication.
- 4. Barriers of Communication:** Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.
- 5. Report writing** – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes

Text Books:

- Business Communication, C.S.Rayudu, HPH.
- Business Communication, Meenakshi Raman, Oxford University Press.

References:

- Business communication, Shalini Varma, Vikas.
- 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, 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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Objective: To make the students apply information systems in business areas.

1. **Accounting-** Creation of company, Preparation of Ledger, Posting Trial Balance, Profit and loss account, Balance sheet(Sole Traders).
2. **Finance:-** Capital Budgeting decisions, Calculations of NPV, IRR, Profitable Index , preparation of budget, Calculation of cost of capital.
3. **Marketing:-** Storing and Retrieving of data of customers, sales, dealers, products and geographical areas(Tables and graphs).
4. **Human Resource Management:-** Employees data base and Salary Administration.
5. **Systems:-** Understanding Information Systems , Design of MIS , Internet and Internet tools.

Note:- The programmes have to be taught to the students using MS Excel, Access, Power Point and Accounting packages. SPSS

References:

- Ms Office-Sanjay Saxena
- Ms Office Excel-Frye, PHI publications
- Ms Office Access- Step by step, PHI publications
- Reading material on accounting packages.
- SPSS User manual

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(17E00209) BUSINESS COMMUNICATION LAB

Aim: Aim is to enable students understand how to write business letters and improve Written Communication

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

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

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

2. Business Correspondence: Introduction, Business Letter Writing, Effective Business Correspondence, Components of Business Letters, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

3. Instructions: Introduction, Written Instructions, General Warning, Caution and Danger, Oral Instructions. Practice Exercises.

4. Business Reports and Proposals: Meaning of Reports, Parts of a Report, Steps in writing an effective Business Report

5. Careers and Resumes: Introduction, Career Building, Electronic and Video Resumes and Write your resume to market yourself.

Textbook :

- Meenakshi Raman and Prakash Singh, Business Communication, Oxford.
- Lesikar: Basic Business Communication, TMH.

References:

- Stephen Bailey, Academic Writing for International Students of Business, Routledge.
- David Irwin: Effective Business Communications, Viva-Thorogood.
- Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons,
- Sailesh Sengupta, Business and Managerial Communications, PHI.

(17E00301) BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objective: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. Business Ethics and Corporate Ethics** – Meaning, Importance, Functions, Unethical Practises and Ethical dilemma, Ethical theories and Approaches, Modern Decision making - Ethical Models for Decision Making, Indian Ethos, Ethics for Managers, Ethics in Business Competition.
- 2. Ethical Aspects in Organisation – I:** Marketing ethics and Consumer ethics – Ethical issues in Advertising, Criticisms in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in Performance Appraisal.
- 3. Ethical Aspects in Organisation – II:** Ethics in Finance: Insider trading - Ethical investment - Combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber crime.
- 4. Corporate Governance:** Purpose – Theories and Philosophies of Corporate Governance
- 5. Corporate Governance Structures:** Directors, Committees, Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – social Development.

TextBook :

- Business Ethics and Corporate Governance –A.C. Fernando, Pearson Education.

References:

- “Perspectives in Business Ethics”, Laura P Hartman, Tata McGraw Hill.
- Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas
- Bob Tricker, Corporate Governance, Oxford.
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
- Business Ethics -Concepts and Cases, Weiss, Cengage.
- Business Ethics, Himalaya, C.S.V.Murthy.
- Ethical Management, Satish Modh, Mcmillan.

(17E00302) GREEN BUSINESS MANAGEMENT

Objective : The objective of the course is to impart students in understanding of green business, its advantages, issues and opportunities and to provide knowledge over the strategies for building eco-business .

1. Introduction to Green Management: The Concept of Green Management; Evolution; nature, scope, importance and types; Developing a theory; Green Management in India; Relevance in twenty first century

2. Organizational Environment; Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).

3. Approaches from Ecological Economics; Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories

4. Environmental Reporting and ISO 14001; Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management

5. Green Techniques and Methods; Green tax incentives and rebates (to green projects and companies); Green project management in action; Business redesign; Eco-commerce models

Text Books:

- Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin SeijasNogarida , ZEW Publications.
- The Green Energy Management Book by Leo A. Meyer, LAMA books

References:

- Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.
- Green Project Management by Richard Maltzman And David Shiden, CRC Press Books.
- Green and World by Andrew S. Winston, Yale Press B

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(17E00303) ENTREPRENEURSHIP DEVELOPMENT

Objective:The objective of the course is to make students understand the nature of entrepreneurship, and transform energy to students to take unexplored career paths .

1. **Nature and Forms of Entrepreneurship:** Features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. 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.
2. **Institutions supporting business enterprises :**Central level institutions - NBMSME, KVIC, The coir board, NSIC, NSTEDB, NPC,EDI, NRDCI, National entrepreneurship Development Institutes. State level Institutions - State Directorate of Industries & Commerce, DIC, SFC, SIDC, SIADB. Other institutions : NABARD, HUDCO, TCO, SIDBI, Business incubators
3. **Project Planning and Feasibility Studies:** The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & report preparation.
4. **MSMEs& New Venture Creation:**Concept of MSME,Role & Importance of MSMEs, Growth & development of MSMEs in India, Current schemes for MSMEs, Business opportunities in India, Contents of business plans, presenting a business plan.
5. **Women &Rural Entrepreneurship and EDPs:** Scope-Challenges faced by women entrepreneurs,Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO's – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes

Text Books :

- The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.
- Entrepreneurship Development & Small Business Enterprises – Second Edition, Poornima M.Charantimath , Pearson

References:

- Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, .
- Fundamentals of Entrepreneurship, H. Nandan, PHI.
- Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH.
- Entrepreneurship – New venture Creation, Holt, PHI.
- Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson.
- Entrepreneurship,Roy, Oxford.

(17E00304) COST AND MANAGEMENT ACCOUNTING
(Elective I)

Objective: To describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses. To provide an understanding of the use of cost information in support of different strategies

- 1. Nature and scope of accounting:** Cost analysis, concepts and classifications, Cost sheets, preparation of cost sheets, Tenders and Quotations.
- 2. Material Purchase control:** Levels, aspects, need and essentials of material control. Stores control-stores department, EOQ, Stores records, ABC analysis, VED analysis..
- 3. Labor cost:** Computation and control, Time keeping-Methods of wage payment-Time rate and piece rate system-Payroll procedures-Idle time and overtime-Labor turnover.
- 4. Management Accounting:** Meaning, scope, importance and limitations – Management Accounting Vs Cost Accounting - Management Accounting Vs Financial Accounting.
- 5. Analysis and Interpretation Of Financial Statements:** Nature, Objectives, Tools, Methods-Comparative Statements, Common size statements and Trend analysis

Text Book:

- A Text book of Cost and Management Accounting – Arora M. N, 11/e, Vikas

Reference Books:

- Cost Accounting :Theory and Practice - Bhabatosh Banerjee, 12/e, PHI.
- Financial Statement Analysis and Reporting - Mohana Rao P, PHI, 2011.
- Cost Management :A strategic Approach - Vaidya S. C, Suveera Gill Macmillan 2010.
- Cost Accounting- Jawaharlal, & Seema Srivastava, 4/e, TMH.
- Accounting & Costing for Management – Sinha P. K, Excel BOOKS, 2010.
- A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House,

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(17E00305) PRODUCT AND BRAND MANAGEMENT
(Elective I)

Objective: 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 Decisions :** - Product Concepts – Product Classification – Consumer Goods and Industrial Goods Classification – Product Line and Product Mix – Product Characteristics – Responsibility of Product Manager – Types of Product Strategies
- 2. Product Management :** Product differentiation – Product Strategies – Stages in the New Product Development – Product Positioning Strategies – Packaging Management
- 3. Branding Decisions :** Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization
- 4. Creating and Managing Brand Equity :** Advantages of Brand Equity – Brand Building Strategies – Brand Extension – New Brand Failures -
- 5. Branding in Different Sectors:** Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.

Text book :

- Marketing Management –Philip Kotler, Kevin Lane Keller ,15th Edition, Pearson.

REFERENCES:

- Product & Brand Management – Text & Cases, Prof.K.Venugopal Rao,Himalaya
- Product Management in India, Ramanuj Majumdar, PHI
- Product Management ,C.Nandan, , TMH.
- Compendium of Brand Management,Chunawalla. S.A, Himalaya
- Product & Brand Management,Mathur.U.C , Excel
- Brand Positioning, Subroto Sengupta, TMH.
- Marketing and Branding, S.Ramesh Kumar, Pearson.
- 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.

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(17E00306) HUMAN RESOURCE DEVELOPMENT
(Elective I)

Objective: The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system

1. Introduction to Human Resource Development: Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges

2. HRD Need Assessment & Designing of HRD programs: Strategic/ Organizational Analysis- Task Analysis- Person Analysis- prioritizing HRD needs, defining the objectives of HRD Intervention - Selecting the trainer - Selecting the Training methods - Preparing training material Scheduling an HRD program

3. Implementation & Evaluation of HRD programs: Training methods - Classroom training Approaches - Computer based Training, Purpose of HRD Evaluation- Kirkpatrick's evaluation frame work - Data collection for HRD Evaluation - Assessing the impact of HRD programs in Monetary Terms

4. Career Management and Development: Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development.

5. HRD & Diversity: Introduction - Organizational culture - Labor market changes and discrimination adapting to demographic changes

Text books:

- Jon M Werner, Randy L DeSimone : Human Resource development (Thomson/Cengage)
- Raymond A Noe : Employee Trainee Development (Tata McGraw Hill)

References:

- John P. Wilson Human Resource Development (Kogan Page Business Books)
- Tripathi P.C : Human Resource Development (Sultan Chand & Sons)
- Uday Kumar Haldar : Human Resource Development (Oxford)

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(17E00307) MOBILE COMMERCE
(Elective I)

Objective: The objective of the course is to describe M-commerce system concepts ,to critically analyze examples and cases of M-commerce systems and to examine some of the applications in M-commerce

1. Current Status and Future Trends in Mobile Commerce, Technology Issues in Mobile Commerce, Mobile Commerce Systems, Mobile Ecommerce on Mobile Phones, Technologically advanced handheld devices, like Smart phones, PDAs, Laptops, Tablets and Portable gaming consoles etc.
2. Transactional Database Accesses for M-Commerce Clients, Techniques to facilitate Information Exchange in Mobile Commerce, Information System and Application Issues in Mobile Commerce, The emergence of Location based Mobile Commerce, The need for Mobile based Approaches
3. Managing the Interactions Between Handheld Devices Mobile Applications and Users, Mobile Commerce and Usability, a Landscape Analysis,
4. Mobile marketing, mobile ticketing, mobile computing, mobile payments and mobile banking vis-a-vis latest technologies (wireless and mobile communication technology, digital cellular technology, mobile access technology and 4G and 5G systems
5. Configuring M-Commerce Portals for Business Success, Knowledge Management in a Mobile Computing Context, Multimedia Messaging Peer Mobile Financial Services, Mobile Banking – A Strategic Assessment, Service for Mobile Commerce Applications, Quality of Perception in M Commerce

Text Book:

- Advances in Mobile Commerce Technologies, EE-Peng Lim, KengSiau, Idea Group of Publishing

Reference Books:

- Mobile Commerce Applications, Shi, Nansi, Idea Group of Publishing
- Mobile Commerce, KarabiBandyopadhyay, PHI

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(17E00308) FINANCIAL INSTITUTIONS AND SERVICES
(Elective II)

Objective: The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

1. **Introduction:** The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI,
2. **The Banking and Non-banking Institutions:** The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.
3. **Financial and securities Markets:** Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market ,Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets:- Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI
4. **Fund based services** - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.
5. **Fee-based services** - Stock broking, credit rating, Merchant Banking, portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.

Text Books:

- Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill.
- Financial services, Gordon & Natarajan, Himalaya publishers.

References:

- Financial Services and markets, Dr. Punithavathy Pandian, Vikas
- Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
- Indian Financial System, Ramachandra and others, HPH
- Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition.
- Financial services, Thirpati, PHI.
- Financial Markets & Services, Vasanthdesai, Himalaya.
- Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers.
- Management of Financial Services, C. Rama Gopal, Vikas.

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(17E00309) CONSUMER BEHAVIOR
(Elective II)

Objective : The objective of the above course is to enable students to understand the perspectives of consumers and their buying behavior. The pre-requisite for the course is Marketing Management .

1. **Introduction to consumer behavior:** Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions-consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.
2. **Social and Cultural Environment :** Economic, Demographic, Cross Cultural and socio-cultural influences, Social Stratification, Reference Groups and family influences, personal influence.
3. **Communication and consumer behavior:** Process, designing persuasive communication and diffusion of Innovations. Models of Buyer behavior- Howard – Sheth Model, EKB Model, Webster and Wind Model.
4. **Consumer decision process :** High and Low Involvement, Pre-purchase processes, Purchase ,post purchase process, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.
5. **Consumerism:** The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues. Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission.

Text Book:

- Schiff man , L.G and Kanuk L.L : Consumer Behavior, 8/e ,Pearson,2009

References :

- Ramesh Kumar : Consumer Behaviour (pearson Education)
- LeonG.Scistman& Leslie Leaserkarmal :Consumer Behaviour, PHI
- SujaR.Nair : Consumer Behaviour in Indian Perspective, Himalaya
- Subash Mehta : Consumer Behaviour, Tata McGraw Hill
- RajjevKumra : Consumer Behaviour, Himalaya Publications

(17E00310) Labor Laws and Legislations
(Elective II)

Objective : In this era of Industrialization it is very significant to understand basics of management. This programme enables the candidate to capture the significant elements of laws to run an industry. It is a course which should be done by candidates who wants to understand management fundamentals and basic elements of an Industry

- 1. Legal frame work: evolution of labour laws in India** – labour legislations – meaning, importance and relevance to HRM
- 2. Legislations relating to employment and working conditions:** Industrial employment (standing orders) Act, 1946 – Factories Act 1948 - contract labour (Regulation and abolition) Act 1970
- 3. Laws relating to remuneration:** Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965
- 4. Laws relating to industrial Relations :** Industrial Disputes Act ,1947 - preventive and settlement machinery – trade unions Act, 1926 – workers participation in management
- 5. Laws relating to social security :** Work men’s compensation Act, 1923 – ESI Act, 1948- Employees provident fund and miscellaneous provisions Act, 1952 - Maternity benefits Act, - 1961 Payment of gratuity Act, 1972

Text Books:

- Industrial Relations and labour laws -Tripathi. P.C- Sultan chand and sons
- Mercantile law – N.D. Kapoor - Sultan chand and sons

Reference books:

- Industrial Relations and labour laws - Sri Vastva – vikas publishers
- Industrial Relations and laws in India – Agarwal LL
- Industrial Relations and labour laws - Sinha & sinha, Oxford IBH
- Legal aspects of business – Pillai.RSN&Bhagavathi (2011), Sultan chand and sons
- Industrial Law- P.L.Malik, eastern book company

(17E00311) SUPPLY CHAIN MANAGEMENT
(Elective II)

Objective: 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.

- 1. Role of Distribution in Value discovery:** Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Introduction -Supply Chain – Fundamentals –Evolution- Role in Economy -Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/Drivers of Supply Chain Performance.
- 2. Strategic Sourcing :**Outsourcing – Make Vs buy - Identifying core processes -Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.
- 3. Supply Chain Network -** Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design – Network Design decisions using Decision trees.
- 4. Planning Demand, Inventory And Supply -** Managing supply chain cycle inventory. Uncertainty in the supply chain – Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management
- 5. Current Trends -** Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation.

Text Books :

- D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003, 1st Edition.
- G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.

References:

- Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH.
- Supply chain management concepts and cases, Rhaul V. Altekar, PHI.
- Principles of Supply Chain Management – A balanced approach, Wisner, Leong, Tan, Cengage.
- Exploring Supply Chain – theory and practice, Upendra Kachru, excel.
- Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico .

MBA III Semester

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(17E00312) INVESTMENT AND PORTFOLIO MANAGEMENT

(Elective III)

Objective: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:**Introduction to stock markets -objectives, Process of Investment, Investment and speculation.
2. **Fundamental Analysis & Technical Analysis:** Framework of Fundamental analysis- Economic analysis, Industry analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Dow Theory.
3. **Measurement of Risk and Return:** Revenue Return and Capital appreciation, holding period –Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance– Beta .
4. **Valuation of Securities:** Types of Securities - Approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation.
5. **Portfolio Management:** Process of Portfolio Management, Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models.

Text Books:

- Investment Management, V.K.Balla, S.Chand Company Ltd
- Security Analysis and Portfolio Management ,Punithavathy Pandian, Vikas

References:

- Investment Analysis and portfolio management, Chandra, Tata McGraw Hill .
- Security Analysis Portfolio Management, Ranganatham&Madhumathi, Pearson Education.
- Security Analysis and Portfolio Management, Sudhindra Bhat, excel.
- Security analysis and portfolio management, Avadani, Himalaya publishers.
- Investment analysis portfolio management, Frank Reilly & Brown, Cengage.
- Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai..
- Investment, Bodie, McGraw Hill Book Company.
- Investment Management ,Hiriyappa ,New Age Publications

(17E00313) Rural Marketing
(Elective III)

Objective : The objective of the course is to give an understanding about the structure of Rural markets in India & Government role in promoting Rural Marketing.

- 1. Introduction to Rural marketing:** Meaning, scope, definition & importance, Rural versus Urban mindsets, Growth of rural markets, Basic differences between rural, semi urban and urban markets. Classification of Rural Consumer based on economic status, profile of rural consumer, rural consumer behavior.
- 2. Rural Marketing strategies:** Product strategies, pricing strategies, distribution strategies, production strategies, Methods of sale, Hatha system, Private Negotiations, Quotations on samples, Dara Moghum sale Methods, Open Auction Method. Prevalence of Beoparis and Arahatis Rural Mandi's, APMC's etc.
- 3. Role of Government in the development of Agricultural Marketing :** Government intervention in Marketing system, Role of agencies like , Council of State Agricultural Marketing Boards, (COSAMB), State trading, Cooperative Marketing, Types of Cooperative marketing societies, Cooperative Processing, National Agricultural Cooperative marketing federation (NAFED), National Cooperative Development Corporation (NCDC), Public Distribution Systems (PDS), Food Corporation of India, Directors of Marketing and Inspection (DMI), National institute of Agricultural Marketing (NIAM), Self help Groups (SHG's)
- 4. Agricultural Credit and Crop Insurance:** Agricultural Credit Policy, Institutional Agreements for Agricultural Credit, Crop Insurance, Agricultural Insurance.
- 5. Role of IT in Rural Marketing:** Infrastructure, Importance & scope, Modern techniques for rural distribution, Case study of ITC's " e-choupal" Initiative

References:

- Rural Marketing : Environment, Problems and strategies – T.P. Gopaldaswamy, Vikas Publishing house.
- Rural Marketing in India – K.S. Habeb Rahman , Himalaya Publishers.
- Rural Marketing in India – R.V. Bedi , Himalaya Publishers
- Rural Marketing- Focus on agricultural inputs, Sukhpalsingh , Vikas Publishing house.
- Integrated rural development – R.C. Arora , S.Chand & company

(17E00314) PERFORMANCE MANAGEMENT

(Elective III)

Objective :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. Introduction to Performance management :** Concept -Performance management vs. performance appraisal--Performance management vs. Human resource management- Purposes- Significance .
- 2. Mentoring and Monitoring:**Concept of mentoring - Benefits of mentoring - Characteristics of mentor- Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance.
- 3. Coaching and counseling :**Coaching for performance improvement -. Concept - Tips for effective coaching Counseling -Functions of counseling- Steps in counseling process
- 4. 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. Stock taking of potential- Appraisal for reward - Appraisal for recognition
- 5. Learning organisation :** Concept of learning organisation- Learning approaches- Learning sources - Importance of learning-. Characteristics of learning organisation- Reward and compensation Management -Concept and types of compensation- Objectives - Competitive compensation design - Fringe benefits- Objectives -Factors influencing fringe benefits - Types of fringe benefits

Text books:

- Performance Management, A.S.Kohli, T.Deb,Oxford.
- Prem Chadha, Performance Management, McMillan.

References:

- Performance Management, Bagchi, Cengage Learnings.
- Performance Appraisal and Management, Sharma, Davinder, HPH
- Performance Management, Herman,Aguinis, Pearson Education.
- Performance Management and Appraisal Systems, T.V.Rao, Response.
- Performance management, Kandula, PHI.
- 360 Degree Feedback and Assessment and Development Centres, T.V.Rao, Excel.
- Performance Management, Dinesh k.Srivatsava, Excel

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MBA III Semester	4	0	0	4

**(17E00315) ENTERPRISE RESOURCE PLANNING
(Elective III)**

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

- 1. Introduction to ERP:** Overview of ERP,MRPI,MRPII and Evolution of ERP, Business Modeling, ERP related technologies,Business PROCESS Re-engineering (BPR) – BPR Process, Myths regarding BPR, ERP Architecture.
- 2. Business Intelligence Systems-**Data Mining, Data Warehousing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP)
- 3. ERP Modules :**Finance Controlling, Accounting System, Manufacturing and Production Systems.Sales and Distribution Systems, Human Resource Systems.Plant Maintenance System, Material Management System, Quality Management System,.
- 4. ERP Implementation:** ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project teams, ERP operation and Maintenance
- 5. ERP Products:** SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

Text Books:

- Enterprise Resource Planning, Singla, Cengage Learnings.
- Enterprise Resource Planning,Mahadeo Jaiswal & Ganesh Vanapalli,Macmillan

References:

- Enterprise Resource Planning, Alexis Leon, TMH.
- Enterprise Resource Systems,Motiwala,Pearson.
- ERP in practice, Jagan Nathan Vaman, TataMc.GrawHill.
- Enterprise Resource Planning and MIS,Venugopal Rao, Excel.
- ERP concepts &Practice,Vinod Kumar Kard arid NK Venkata Kristean, PHI.
- Concepts in ERP ,Monk,2/e Thomson.
- Managerial Issues of ERP, David L.Olson , TMH

(17E00316) AUDITING AND TAXATION
(Elective IV)

Objective : To make the students familiar with the basic concepts of Income Tax and computation of income and audit aspects of business accounts.

- 1. Introduction to Auditing :** Definition, objective of Audit, Advantages and limitation of audit, Types of Audit - Basic Principles of governing audit. Vouching - Meaning and significance.
- 2. Company Audit :** Meaning and significance of Company Audit - Audit programme- Audit note book - working papers- Commencement of new audit.
- 3. Verifications and valuation of Assets & liabilities:** Qualifications, disqualifications appointment and removal of company auditor. Duties and rights of a company auditor - Preparation of an audit report.
- 4. Direct and Indirect Taxes :** Features and History of Income Tax in India – Definitions and Basic Concepts of Income Tax: Assessee- Assessment Year – Previous Year – Person – Residential Status : Meaning of Residential Status – Conditions applicable to an Individual Assessee – Problems on computation of Total Income of an Individual based on Residential Status.
- 5. Introduction to GST Act :** Meaning and definition of GST -Objectives of GST- Regulatory framework of GST-Scope of GST- Key features and Benefits of GST- GST rates in India

Text book:

- A Hand book on Practical Auditing- B.N. Tondan, S Chand Publishers

References:

- Income Tax Law and Practice: V.P. Gaur & D.B Narang, Kalyani Publishers
- Income Tax: B.B. Lal, Pearson Education
- Taxation: R.G. Saha, Himalaya Publishing House Pvt. Ltd.
- Taxation Law and Practice: Balachandran & Thothadri, PHI Learning

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L	T	P	C
4	0	0	4

(17E00317) ADVERTISING AND SALES PROMOTION MANAGEMENT
(Elective IV)

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

- 1. Advertising:** Meaning, Role of advertising, types of advertisement, industrial, institutional, retail, trade and professional, marketing mix, Advertising department and advertisement manager .
- 2. Organizing for Advertising:** Objectives and functions - Role and functions of advertisement agencies. Advertising agency and services, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.
- 3. Advertisement budgets and effectiveness:** Types, optimal expenditure, decision models, sales response and decay, competitive share, Pre-testing, post testing, experimental designs.
- 4. Sales Promotion:** Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.
- 5. Publicity and public relations:** Scope and importance. Methods of publicity, Power of Publicity, advantages and disadvantages of Publicity, Process of Public relations- Marketing public relations functions; Public relations officer- role and functions.

Text Books :

- Advertising & Promotion : George E. Belch, THM
- Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage

References:

- Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson.
- Integrated Advertising, Promotion and Marketing Communications, Kruti shah, Alon D'Souza, TMH.
- Advertising & Sales Promotion ,SHHKazmi, Satish Batra, Excel.
- Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage.
- Advertising Management, Jethwaney, Jain, Oxford.
- Contemporary Advertising, Arens, TMH.
- Advertising, Sales and Promotion Management, S.A.Chunawalla, Himalaya.
- Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill

(17E00318) KNOWLEDGE MANAGEMENT
(Elective IV)

Objective : The objective of the course is to provide the basics of the emerging area of Knowledge Management to students. This course focuses on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

1. **Introduction to KM:** Definition, scope and significance of Knowledge Management, Principles of Knowledge Management, Techniques of Knowledge Management, Data-Information-knowledge-Wisdom relationship
2. **Essentials of Knowledge Management:** Basic types of Knowledge management, Organisational Knowledge Management - Organisational knowledge types- Knowledge Life cycle- Organisational knowledge sources- process, Knowledge Conversion
3. **Implementation of Knowledge Management:** Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Information Architecture: A three-way Balancing Act of KM .
4. **Knowledge Management and Information Technology:** Role Information Technology in Knowledge Management Systems, E-commerce and Knowledge Management, Bench marking and Knowledge Management
5. **Future of Knowledge Management and Industry perspective:** Knowledge Management in Manufacturing and service industry, future of Knowledge Management.

Text books:

- Knowledge Management, **Sudhir Warier:** Vikas Publishing House.
- Web Warehousing & Knowledge Management, Mattison: Tata McGraw-Hill.

References:

- Knowledge management: An Evolutionary view, Becerra Fernandez: PHI.
- Knowledge Management, Fernando: Pearson.
- Knowledge Management, B.Rathan Reddy: Himalaya.
- Knowledge Management, Tapan K Panda: Excel.
- Knowledge Management systems, Barnes: Cengage.
- The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.
- Knowledge Management, Sislop: Oxford University Press,.
- Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind
- Knowledge management, A Thothathri Raman, Excel books

MBA III Semester

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4	0	0	4

(17E00319) DATA WAREHOUSING AND MINING

(Elective IV)

Objective: The objective of the course is to give an understanding Data Warehousing and Data Mining 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. 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. Meta Data: Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use.

4. Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP Constructing a Data warehouse System: Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage.

5. 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.

Text Books :

- Data Mining – Concepts and Techniques - Jiawei Han & Micheline Kamber, Morgan Kaufmann Publishers, 2nd Edition, 2006.
- Data Mining Introductory and advanced topics –Margaret H Dunham, Pearson education

References:

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

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(17E00320)BUSINESS SIMULATION LAB

Objective : The course aims is to practice statistical tools in computer with MS-Excel and SPSS

.Learning Outcome: The learning outcome is that the students should be able to: Analyse the data to draw inference for decision making. Understand application of statistical measures of central tendency. Understand application of ANOVA. Analyse trends. Test hypotheses.

1. EXCEL Lessons:- Customizing the Quick Access Toolbar.- Creating and Using Templates.-Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.- Formatting Data and Using the Right Mouse Click.- Saving, Page Setup, and Printing.- Using Headers and Footers.- Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.- Data from External Sources.- Using and Formatting Tables.- Basic Formulas and Use of Functions.-Data Analysis Using Charts and Graphs.-Managing, Inserting, and Copying Worksheets.- Securing the Excel Document (Protect Cells and Workbook).

2. Advanced excel lessons- Advanced Formulas and Functions.-Advanced Worksheet Features.-Advanced Data Analysis using PivotTables and Pivot Charts.

3. Overview of SPSS, Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package

4. Simulation of frequency distributions:- Binomial, poisson, exponential, weibull and Normal Distributions

5. Statistical tools for execution using excel:- Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency-mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of-variation. Correlation, regression lines.

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

Text Book

- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press.

References

- David Whigham “Business Data Analysis Using Excel” Oxford University Press.
- Winston “Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited.
- Bajpai “Business Statistics” Pearson.
- D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel Books.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS
- Bruce Bowerman, Business Statistics in Practice, TMH.
- Shelly, MS Office, 2007, Cengage.

(17E00401) STRATEGIC MANAGEMENT

Objective : 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 – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage.
2. **Strategic Analysis and Choice: Tools and techniques-** Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix,. Market Life Cycle Model - and Organisational Learning, and the Experience Curve.
3. **Strategy Formulation :** Formulation of strategy at corporate, business and functional levels. Strategy Alternatives:- Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy, .
4. **Strategy Implementation :** Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation.
5. **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.

Text Book :

- Strategic Management – J.S.Chandan& Nitish sen Gupta, Vikas

References:

- Strategic Management Concepts and Cases ,FredR.David, PHI.
- Strategic Management,Hill, Ireland, manikutty, Cengage.
- Concepts in Strategic Management and Business Policy,Wheelen& Hunger, Pearson Education.
- Strategic Management – Text and Cases, V.S.P. Rao, Excel.
- Strategic Management, Ireland, Hoskinsson, Hitt, Cengage.
- Strategic Management – Theory and Application, Habergerg, Rieple, oxford .
- Strategic Management, P. SubbaRao, Himalaya.
- Business policy and strategic management, SukulLomash, P.K.Mishra, Vikas

(17E00402) E-BUSINESS

Objective : The course imparts undertaking of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

1. **Introduction to e-business :** Electronic business, Electronic commerce, difference between e-business & e-commerce, electronic commerce models, types of electronic commerce, value chains in electronic commerce, E-commerce in India, internet, web based tools for electronic commerce. Electronic data, Interchange, components of electronic data interchange, electronic data interchange process.
2. **Security threats to e- business:** Security overview, Electronic commerce threats, Encryption, Cryptography, public key and private key Cryptography digital signatures, digital certificates, security protocols over public networks : HTTP, SSL, Firewall as security control, public key infrastructure (PKI) For Security.
3. **Electronic payment system :** Concept of money, electronic payment systems, types of electronic payment systems, smart cards and electronic payment systems, infrastructure issues in EPS, Electronic fund transfer.
4. **E-business applications and strategies :** Business models & revenue models over internet, emerging trends in e- business- governance, digital commerce, mobile commerce, strategies for business over web, internet based business models.
5. **E –business infrastructure and e- marketing :** Hard works system software infrastructure, ISP's, managing e-business applications infrastructure, what is e-marketing, e-marketing planning, tactics, strategies.

Text books:

- Dave chaffey :e-business & e-commerce management- Pearson.
- e- commerce- e-business :Dr.C.S.Rayudu, Himalaya.

References :

- Whitley, David (2000) ,e-commerce strategy, Technologies and applications. TMH.
- Schneider Gary P. and Perry, James T (1ST edition 2000) Electronic commerce, Thomson Learning.
- Bajaj, Kamlesh K and Nag, Debjani (1st edition 1999) ,e- commerce, The cutting edge of business, TMH Publishing company

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MBA IV Semester	L	T	P	C
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(17E00403) FINANCIAL DERIVATIVES
(Elective V)

Objective: 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, Financial and Derivative markets -Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market in India.
2. **Future and Forward Market:** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures. Determination of forward and future prices - Interest rate futures, Currency futures and Forwards
3. **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.
4. **Basic Option Strategies:** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.
5. **Swaps:** Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps

Text Books:

- Financial Derivatives, Gupta, 1st Edition, PHI.
- Fundamentals of futures and options market, John C Hull: Pearson Education.

References:

- Financial Derivatives and Risk Management, OP Agarwal, HPH
- Commodities and Financial Derivatives, Kevin, PHI
- Fundamentals of Financial Derivatives, Swain.P.K, HPH
- Financial Derivatives, Mishra: Excel.
- Risk Management & Derivatives, Stulz, Cengage.
- Derivatives and Risk Management, Jayanth Rama Varma: TMH.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya

(17E00404) SERVICES MARKETING
(Elective V)

Objective :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, Characteristics of services marketing mix, services in the modern economy, Classification of services, marketing services Vs. Physical services.

2: Customer Expectations of service: Service expectations, types of expectations, factors that influence customer expectations of service. Issues in involving customers service expectations, Customer defined service standards.

3. Pricing & Promotion strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice.

4. Service promotion: The role of marketing communication. Implication for communication strategies,, marketing communication mix.

5. Marketing plans for services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.

Text Books:

- Services Marketing – Text and Cases, Rajendra Nargundkar, TMH.
- Services Marketing—Integrating Customer Focus Across the Firm, Valarie A. Zeithaml & Mary Jo-Bitner: TMH.

References:

- Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson.
- Services Marketting – Concepts planning and implementation, Bhattacharjee, excel, 2009
- Services Markeing, Srinivasan, PHI.
- Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford.
- Marketing of Services, Hoffman, Bateson, Cengage.
- Service sector Management, C. Bhattacharjee, Jaico.

(17E00405) ORGANIZATION DEVELOPMENT
(Elective V)

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

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

Text Books:

- Organisation Development and Transformation, French, Bell &Zawacki, TMH.
- Organization Development,French&Bell,Pearson

References:

- Organisation Change and Development,Kavita Singh: Excel.
- Organization Development,Daniel Robey & Steven Actman,Macmillan.
- OrganisationDevelopmentChange,Cummins&Worley,Thomson/Cengage.
- Organisation Development Interventions&Strategics, S. Ramnarayan, T.v Rao &kuldeepsingh,Response.

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(17E00406) DATA COMMUNICATION AND NETWORK ANALYSIS
(Elective V)

Objective : 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. Physical layer: transmission and multiplexing – digital transmission – circuit switching packet switching – terminal handling – error correction and error correcting codes.
- 2. Data – link layer:** simple protocols. Unrestricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.
- 3. 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.
- 4. Presentation layer:** network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols.
- 5. Application layer** – distribution systems ISDN – Service & History, TCP/IP and Net Working and Internet working Derives.

Text Books :

- Understanding Data Communications & Networks, William A. Shay, Vikas.
- Data Communications and Net Working, Behrouz A. Forouzan, TMH

References:

- Data Communication and Computer Networks, Duck& Read, Person.
- Data Networks, Bertsekas&Gallages, PHI
- Computer Communications and Networking Technologies, Michael A. Gallo, Cengage.

(17E00407) INTERNATIONAL FINANCIAL MANAGEMENT
(Elective VI)

Objective: 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. **Introduction to International Financial management:** IFM meaning, Difference between FM & IFM, Nature ,Scope, Importance.
2. **Foreign Exchange Market:** Functions and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, .
3. **Management of foreign exchange exposure and risk:** Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure.
4. **Cross-border Investment Decisions:** Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions.
5. **Financing Decisions of MNC`s & Working Capital Management:** Introduction, the cost of capital, capital structure, Cash management, management of receivables, Inventory management.

Text Books:

- International Financial Management, V.K.Bhalla ,S.Chand
- International Financial Managemen, EphriamClark , Cengage.

References:

- International Finance , Prakash .G.Apte, TMH
- International Financial Management, T.Siddaiah: Pearson.
- International Financial Management ,M.K.Rastogi
- International Financial Management, S.EunChoel and Risnick Bruce: TMH.
- International Financial Management, Machi Raju, HPH.
- international finance management, Jeff Madura, Cengage.
- International Financial Management, Sharan5th Edition, PHI.
- International Financial Management, MadhuVij: Excel, .
- International Financial Management, V. A Avadhani, Himalaya .

(17E00408) INTERNATIONAL MARKETING
(Elective VI)

Objective : 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 importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing.
- 2. International Market Entry Strategies:** Indirect Exporting, , Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.
- 3. International product management:** International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.
- 4. International Marketing 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, Grey Market goods.
- 5. 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.

Text books:

- International Marketing, Michael R. Czinkota, Likka A Ronkainen, Cengage .
- Global marketing Management , Keegan, Green, 4/e, Pearson

References:

- International Marketing Analysis and Strategy, SakOnkvisit, John J. Shaw, PHI.
- International Marketing, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH.
- International Marketing, Vasudeva PK, excel.
- Global Marketing, Management, Lee, Carter, Oxford.
- International Marketing and Export management, Albaum , Pearson Education.
- Global Marketing, Johansson, TMH.
- Integrated Marketing Management – Text and Cases, Mathur, Sage.

**(17E00409) GLOBAL HUMAN RESOURCE MANAGEMENT
(Elective VI)**

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

- 1. Global Human Resource Management concept**, expanding role – Global issues and challenges, Differences between Domestic HRM and GHRM.
- 2. Social and Cultural Variables in Global Organizations** – Cross Cultural Differences – Cross Cultural Research Methodologies – Hofetede's Hermes Study, Cultural Issues.
- 3. Global staffing and Compensation Practices** – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for global Assignment, Selection process- Expatriate and Repatriate. – Compensation- International Compensation structure, Differentiating HCN'S, PCN'S and TCN'S
- 4. Appraisal and Training and development in the Global Perspective**- Programmes and Agencies– Performance management, Appraisal system – Training and development need, cross cultural training, Areas of international training and development.
- 5. Global Industrial Relations and People Management** – Trade Unions, Collective bargaining, Disputes/Conflicts, Quality Circles and Participative Management. - USA – European Countries, Asian Countries and Middle East.

Text books:

- International Human Resource Management, Aswathappa, TMH.
- International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage

References:

- International Human Resource Management, Tony Edwards & Chris Rees, Pearson.
- Internal Human Resource Management, Rao P.L, Excel.
- International Human Resource Management, Subba Rao P, Himalaya.
- International Dimensions of Organizational Behaviour, Adler N.J, Kent

**(17E00410) CORPORATE INFORMATION MANAGEMENT
(Elective VI)**

Objective: 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.
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, Managing IT services : Availability facilities- uninterruptible power –Delivery- climate control – security – New service models.
4. **IT outsourcing** - Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages- Outsourcing opportunities- Managing relationships with outsourcing agencies, 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.
5. **Project management:** Project categories- Project management: stage in project – planning and controlling tools-Problems – Towards effective project management, Technology and innovation:Understanding technological developments- Technology cycles-. Creative idea generation- Employee creativity – R&D- Role in technology development.

Text Books:

- C,S,G,,Krishnamcharyulu and Lalitha R. *Management of Technology*, Himalaya
- Lynda M.Applegate, Robert D.Ausitn and F. Warren McFarlan, *Corporate Information strategy and Management*, TMH

References:

- SanjivaShnkar Dubey, IT strategy and Management, PHI.
- Parag Kulkarni IT strategy for Business, Oxford.
- V.K.Narayan, Managing Technology and Innovation for competitive Advantage, Pearson.
- C.K. Prahlad, The New Age of Innovation. TMH.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR				
MBA IV Semester	L	T	P	C
	0	0	3	2
(17E00411) SEMINAR (Contemporary Issues on Business)				

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.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR				
MBA IV Semester	L	T	P	C
	0	0	12	10
(17E00412) 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 shall initiate project work immediately after II semester and evaluation shall take place in IV semester

References:

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



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MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE & SYLLABI

SEMESTER – I

S. No.	Course Code	Course Name	Category	Hours per week			Credits
				L	T	P	
1.	21E00101	Management & Organizational Behaviour	CC	4	0	0	4
2.	21E00102	Business Environment & Law	CC	4	0	0	4
3.	21E00103	Managerial Economics	CC	4	0	0	4
4.	21E00104	Financial Accounting for Managers	CC	4	0	0	4
5.	21E00105	Statistics for Managers	CC	4	0	0	4
6.	21E00106	Management Information Systems	CC	4	0	0	4
7.	21E00107	Business Communication Practice	SC	0	1	2	2
8.	21E00108	Information Technology Lab	SC	0	1	2	2
		TOTAL		24	2	8	28

SEMESTER – II

S.No.	Course Code	Course Name	Category	Hours per week			Credits
				L	T	P	
1.	21E00201	Financial Management	CC	4	0	0	4
2.	21E00202	Marketing Management	CC	4	0	0	4
3.	21E00203	Human Resource Management	CC	4	0	0	4
4.	21E00204	Business Research Methods	CC	4	0	0	4
5.	21E00205	Operations Research	CC	4	0	0	4
6.	21E00206	Operations Management	CC	4	0	0	4
7.		General Elective – I	GE	2	0	0	2
	21E00207a	Advanced Communication					
	21E00207b	E-Business					
	21E00207c	Industry 4.0 & Innovation					
8.	21E00208	Data Analytics Lab	SC	0	1	2	2
		TOTAL		26	1	2	28



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SEMESTER - III

S.No.	Course Code	Course Name	Category	Hours per week			Credits
				L	T	P	
1.	21E00301	Strategic Management	CC	4	0	0	4
2.	21E00302	Green Business Management	CC	4	0	0	4
3.	21E00303a 21E00303b 21E00303c 21E00303d	Specialization Elective – I Cost and Management Accounting Product and Brand Management Human Resource Development Mobile Commerce	SE	4	0	0	4
4.	21E00304a 21E00304b 21E00304c 21E00304d	Specialization Elective – II Financial Institutions and Services Consumer Behavior Labor laws and Legislation Supply Chain Management	SE	4	0	0	4
5.	21E00305a 21E00305b 21E00305c 21E00305d	Specialization Elective - III Investment and Portfolio Management Rural Marketing Performance Management Enterprise Resource Planning	SE	4	0	0	4
6.	21E00306a 21E00306b 21E00306c 21E00306d	Specialization Elective –IV Auditing and Taxation Advertising and Sales Promotion Management Knowledge Management Data Visualisation & Analytics	SE	4	0	0	4
7.	21E00307a 21E00307b 21E00307c	General Elective – II (MOOCS) Entrepreneurship Development Project Management Business Ethics & Corporate Governance	GE	2	0	0	2
8.	21E00308	Business Simulation Lab	LC	0	0	2	1
9.	21E00309	Experiential Learning Project	PR	0	0	2	1
		TOTAL		28		4	28



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SEMESTER - IV

S.No.	Course Code	Course Name	Category	Hours per			Credits
				L	T	P	
1.	21E00401a	Specialization Elective – V Financial Derivatives	SE	4	0	0	4
	21E00401b	Services Marketing					
	21E00401c	Organization Development					
	21E00401d	Data Communication and Network Analysis					
2.	21E00402a	Specialization Elective – VI International Financial Management	SE	4	0	0	4
	21E00402b	International Marketing					
	21E00402c	Global Human Resource Management					
	21E00402d	Corporate Information Management					
3.	21E00403	Project Work	PR	0	0	20	10
		TOTAL		8		20	18



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COMMON COURSE STRUCTURE

Course Code	MANAGEMENT & ORGANIZATIONAL BEHAVIOUR	L	T	P	C
21E00101			4	0	0
Semester		I			
Course Objectives:					
<ul style="list-style-type: none"> • To impart basic conceptual knowledge on Management theories and Practices • To achieve higher productivity and accomplishing the goals of the organization. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand concepts, theories and practices • Apply theoretical knowledge in managing the organization and Know the behaviour of employees at individual, group and organisational levels at work place under different leadership styles. 					
UNIT - I		Lecture Hrs: 8			
Role of Management – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioural – Systems – Contingency.					
UNIT - II		Lecture Hrs: 12			
Decision Making & Controlling – Process – Techniques. Planning – Process – Problems — Making It Effective Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective.					
UNIT - III		Lecture Hrs:12			
Individual Behaviour & Motivation –Understanding Individual Behaviour – Perception – Learning – Personality Types – Johari window- Transactional Analysis- Motivation– Concept of Motivation - Motivational Theories of Maslow, Herzberg, David McClelland, and Porter and Lawler					
UNIT - IV		Lecture Hrs:12			
Group Behavior& Leadership: Benefits of Groups – Types of Groups – Group Formation and Development. Leadership and Organizational Culture and Climate: Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good leader- Women Leadership in India.					
UNIT - V		Lecture Hrs:12			
Organisational Behaviour–Organizing Process – Departmentation Types – Making Organizing Effective –Organisational culture- Types of culture – Organisational Culture Vs Organisational climate - Conflict management -Change Management.					
Textbooks:					
<ol style="list-style-type: none"> 1. Principles of Management, Koonz,Wehrich and Aryasri, Tata McGraw Hill. 2. Organizational Behaviour: Design, Structure and Culture, Gupta, Willey 3. Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House 					
Reference Books:					
<ol style="list-style-type: none"> 1. Organisational Behaviour ,S.S.Khanka, S.Chand 2. Organisational Behaviour, Stephen P. Robbins, Pearson Education 3. Organisational Behaviour , Mishra .M.N ,Vikas 4. Management and Organisational behaviour, Pierce Gordner, Cengage. 5. Behaviour in Organizations, Hiriyyappa .B.New Age Publications 6. Organisational Behaviour,Sarma, Jaico Publications. 7. Principles of Management ,Murugesan ,Laxmi Publications 					



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Online Learning Resources:

https://onlinecourses.nptel.ac.in/noc20_mg51/preview
https://onlinecourses.swayam2.ac.in/cec20_mg03/preview
https://onlinecourses.nptel.ac.in/noc20_mg58/preview
https://onlinecourses.nptel.ac.in/noc21_mg30/preview



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COMMON COURSE STRUCTURE

Course Code	BUSINESS ENVIRONMENT & LAW	L	T	P	C
21E00102			4	0	0
Semester		I			
Course Objectives:					
<ul style="list-style-type: none"> To Introduce business environment and various business environment factors and laws relating to business that have major repercussions on business enlighten. To explain and update the changes that occur constantly in the sphere of business environment and laws . 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> Acquire the knowledge on business policies and environment factors to carryout a business. Understand the various laws relating to business activities Conduct and plan business effectively and efficiently in the light of information on various business policies and laws. 					
UNIT - I		Lecture Hrs: 8			
Introduction to Business Environment:-Meaning, Components of Business Environment.-Industrial policy of 1991, Liberalization, Privatization and Globalization.					
UNIT - II		Lecture Hrs: 12			
Monetary, Fiscal and Trade Policy: Monetary& Fiscal Policy –,EXIM Policy, Role of EXIM Bank. Balance of Payments: WTO : Role and functions of WTO in promoting world trade –TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.					
UNIT - III		Lecture Hrs:12			
Law-Definition -Need, classification and sources of Business Law, Law of Contract -1872 (Part-I): Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object.					
UNIT - IV		Lecture Hrs:12			
Companies Act, 1956 (Part-I): Kinds of Companies, Formulation of Companies, Incorporation, Company Documents. Company Act, 1956 (Part-II): Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.					
UNIT - V		Lecture Hrs:12			
Information Technology Act, 2000: Scope and Application of ITAct, 2000- Digital signature e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers-Right to Information Act,2005 –GST Act 2017.					
Textbooks:					
<ol style="list-style-type: none"> Essentials of Business Environment, K.Aswathappa, Himalaya publishers. Economic Environment of Business, 7th Edition , Ahuja H.L. S.chand Mechantile Law- Garg, Sareen, Sharma, Chawla, Kalyani publishers. 					
Reference Books:					
<ul style="list-style-type: none"> Indian Economy, Dutt and Sundaram, S. Chand, New Delhi. Business Environment – Text and Cases, Justin Paul, TMH. Indian Economy- Misra and Puri, Himalaya. Legal Aspects of Business, Ravinder Kumar, Cengage. A Manual of Business Laws,S.N.Maheshwari& Maheshwari, Himalaya. Business law for management, K.R.Bulchandani-Himalaya Publishing. Business law, R.S.N Pillai, Bhagavathi, S.Chand 					



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COMMON COURSE STRUCTURE & SYLLABI

Online Learning Resources:

https://onlinecourses.swayam2.ac.in/imb22_mg02/preview

https://onlinecourses.nptel.ac.in/noc20_1w02/preview

https://onlinecourses.swayam2.ac.in/cec21_mg02/preview



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COMMON COURSE STRUCTURE

Course Code	MANAGERIAL ECONOMICS	L	T	P	C
21E00103			4	0	0
Semester		I			
Course Objectives:					
<ul style="list-style-type: none"> • To impart decision making skills at all levels of management • To infuse managerial theories, behavioural theories and optimization methods for effective and efficient functioning of firms. • To explain concept of demand, techniques to forecast demand and production analysis considering time factor. • To introduce market structures and price strategies applicable under different business scenarios for various products. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the relationship of Managerial economics with other functional areas. • Learn the techniques and methods to predict the demand scientifically. • Ascertain production levels and analyse the relationship of Cost-Volume Profit. • Take informed decisions on price fixation under different market structures of the economy under different scenario. 					
UNIT - I		Lecture Hrs: 8			
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. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, New management tools of optimization.					
UNIT - II		Lecture Hrs: 12			
Theory of Demand: Demand Analysis – Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for Demand forecasting, forecasting techniques.					
UNIT - III		Lecture Hrs:12			
Production Analysis: Production function, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Cost concepts - cost-output relationship in the short run and long run, Average cost curves - Break Even Analysis.					
UNIT - IV		Lecture Hrs:12			
Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.					
UNIT - V		Lecture Hrs:12			
Inflation and Business Cycles:-Definition and meaning-characteristics of Inflation- types of inflation - effects of inflation- Anti-Inflationary methods - Definition and characteristics of business cycles-phases of business cycle - steps to avoid business cycle					
Textbooks:					
<ol style="list-style-type: none"> 1. Managerial Economics, Dwivedi D.N. Vikas Publishers 2. Managerial Economics, Gupta, TMH 					
Reference Books:					
<ol style="list-style-type: none"> 1. Managerial Economics, Pearson Education, James L.Pappas and EngeneF.Brigham 2. Managerial Economics, Suma Damodaran, Oxford. 					



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COMMON COURSE STRUCTURE & SYLLABI

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| <ol style="list-style-type: none">3. Macro Economics by MN Jhingan-Oxford4. Managerial Economics- Dr.DM.Mithani-Himalaya Publishers5. Managerial Economics-Dr.H.L Ahuja-S.Chand and Com pvt ltd, NewDelhi6. Managerial Economics by Dominick Salvatore, Ravikesh Srivastava- Oxford University press. Managerial Economics by Hirschey- Cengage Learning |
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Online Learning Resources:

https://onlinecourses.nptel.ac.in/noc21_mg90/preview

https://onlinecourses.nptel.ac.in/noc20_mg67/preview



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COMMON COURSE STRUCTURE

Course Code	FINANCIAL ACCOUNTING FOR MANAGERS	L	T	P	C
21E00104		4	0	0	4
Semester		I			
Course Objectives:					
<ul style="list-style-type: none"> • To introduce accounting , accounting rules, accounting process and preparation of financial statements. • To explain methods of valuation of assets, • To explore the meaning and interpretation of financial statements through ratio analysis technique. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Prepare the financial statements with accounting knowledge • Value the assets of the business organizations under different methods • Analyse the financial performance and position of the business organization and interpret the results from the point of company and investor 					
UNIT - I		Lecture Hrs: 8			
Introduction to Accounting: Definition, Importance, Objectives and principles of accounting, uses of accounting and book keeping Vs Accounting, Single entry and Double entry systems, classification of accounts – rules of debit & credit. (Only theory)					
UNIT - II		Lecture Hrs: 12			
The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments. (Problems on Only Final Accounts)					
UNIT - III		Lecture Hrs:12			
Valuation of Assets: Introduction to Depreciation- Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO).					
UNIT - IV		Lecture Hrs:12			
Financial Analysis -I Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart (A Case study on Ratio Analysis).					
UNIT - V		Lecture Hrs:12			
Financial Analysis-II: Objectives of fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Steps in Preparation of Cash flow statement – Analysis of Cash flow and Funds flow statements - Funds flow statement Vs Cash flow statement. (Only theory).					
Textbooks:					
<ol style="list-style-type: none"> 1. Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2. Accountancy .M P Gupta &Agarwal ,S.Chand 					
Reference Books:					
<ol style="list-style-type: none"> 1. Financial Accounting ,P.C.Tulisan ,S.Chand 2. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI 3. Financial Accounting Management An Analytical Perspective, Ambrish Gupta, Pearson Education 4. Accounting and Financial Management, Thukaram Rao, New Age Internationals. 5. Financial Accounting Reporting & Analysis, Stice&Stice, Thomson 6. Accounting for Management, Vijaya Kumar, TMH 7. Accounting for Managers, Made Gowda, Himalaya 					



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8. Accounting for Management ,N.P.Srinivasan, &M.ShakthivelMurugan, S.Chand

Online Learning Resources:

https://onlinecourses.swyam2.ac.in/cec20_mg02/preview

https://onlinecourses.swyam2.ac.in/imb19_mg06/preview

https://onlinecourses.nptel.ac.in/noc19_mg37/preview

<https://www.coursera.org/learn/wharton-accounting>



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COMMON COURSE STRUCTURE

Course Code	STATISTICS FOR MANAGERS	L	T	P	C
21E00105			4	0	0
Semester		I			
Course Objectives:					
<ul style="list-style-type: none"> • To explain descriptive statistics and inferential statistics • To introduce various measurements used to describe the data and interpret the results of the data analysis. • To describe the concept of probability, theorems, and types of probability distributions of data. • To impart the computational, analytical and interpretation skills using the data 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand statistical techniques popularly used to describe the data in managerial decision making. • Know the procedure involved in inferential statistics and appropriate tests for given data. • Learn the computational skill, interpretation of results of the data analysis. • Analyse and differentiate various types of data distribution and its probability distribution. 					
UNIT - I		Lecture Hrs: 12			
Introduction of statistics – Nature & Significance of Statistics to Business, Measures of Central Tendency: Mean – Median – Mode ; Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, coefficient of variation.					
UNIT - II		Lecture Hrs: 12			
Correlation & Regression : Introduction, Significance and types of correlation – Measures of correlation – Co-efficient of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Properties of regression coefficients-Rank Correlation.					
UNIT - III		Lecture Hrs:12			
Probability – Meaning and definition of probability – Significance of probability in business application – Theory of probability: Addition and multiplication – Binominal distribution– Poisson distribution – Normal distribution.					
UNIT - IV		Lecture Hrs:12			
Testing of Hypothesis- Hypothesis testing: One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t-test), ANOVA Test : One-way and two way ANOVA .					
UNIT - V		Lecture Hrs: 08			
Non-Parametric Methods: Importance of Non-Parametric method – difference between parametric and non-parametric methods; Chi-square test : Test of Goodness of fit - test for Independence of Attributes; Sign test: One sample and paired samples data.					
Textbooks:					
<ol style="list-style-type: none"> 1. Statistical Methods, Gupta S.P., S.Chand.Publications 2. Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd 					
Reference Books:					
<ol style="list-style-type: none"> 1. Statistics for Management, Richard I Levin, David S.Rubin, Pearson, 2. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 3. Statistics for Management, P.N.Arora, S.Arora, S.Chand 4. Statistics for Management ,Lerin, Pearson Company, New Delhi. 5. Business Statistics for Contemporary decision making, Black Ken, New age publishers. 6. Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai 					



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COMMON COURSE STRUCTURE & SYLLABI

Online Learning Resources:

https://onlinecourses.swayam2.ac.in/cec20_mg13/preview

https://onlinecourses.nptel.ac.in/noc20_mg23/preview

<https://iimbx.iimb.ac.in/statistics-for-business-i/>



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MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE

Course Code	MANAGEMENT INFORMATION SYSTEMS	L	T	P	C
21E00106			4	0	0
Semester		I			
Course Objectives:					
<ul style="list-style-type: none"> • To provide the basic concepts of data and Management Information System and utility of the MIS for the managerial decisions. • To Explain Management of Information system, MIS design and implementation process in an organisation. • To discuss security, ethical and social issues in management of Information system. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Know Management of Information system scope, application and challenges in managing MIS. • Understand traditional and modern approaches for data resource management and models. • Evaluate product based and process based cost and benefit to implement and maintain MIS in an organization. 					
UNIT - I		Lecture Hrs: 8			
MIS An overview- Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, Structure of MIS, role of MIS in global business. Challenges of Managing MIS.					
UNIT - II		Lecture Hrs: 12			
Data resource management- Data base concepts, The traditional approaches, the modern approaches (Data base management approaches) DBMS, Data models, Data ware housing and mining.					
UNIT - III		Lecture Hrs:12			
Business application of IS- Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision making and Role of MIS, Business intelligence and Knowledge management systems.					
UNIT - IV		Lecture Hrs:12			
Management of IS- Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Product based MIS evaluation, Cost /Benefit based evaluation, Process based calculation, System maintenance					
UNIT - V		Lecture Hrs:12			
Security, Ethical & Social Issues : IS security threats, Protecting IS, IS Security Technologies, The disaster recovery plan, IS Ethical Issues, social issues.					
Textbooks:					
<ol style="list-style-type: none"> 1. MIS –Managerial Perspective, D.P.Goyal, Vikas Publications. 2. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill. 					
Reference Books:					
<ol style="list-style-type: none"> 1. Management Information Systems, C Laudon and Jane P.Laudon, et al, Pearson Education. 2. MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning 3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India. 4. Management Information Systems, James A. Obrein, Tata McGraw-Hill . 5. Cases in MIS, Mahapartra, PHI. 6. Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill . 					
Online Learning Resources:					
https://onlinecourses.nptel.ac.in/noc20_mg60/preview https://nptel.ac.in/courses/110/105/110105148/ https://onlinecourses.swayam2.ac.in/cec21_ge05/preview					



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	SKILL ORIENTED COURSE BUSINESS COMMUNICATION PRACTICE	L	T	P	C
21E00107			0	1	2
Semester		I			
Course Objectives:					
<ul style="list-style-type: none"> • To explain communication concepts • To develop the students' competence in communication at an advanced level. • To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the communication concepts and • Improve communication and competence skills • Obtain and apply proficiency in business communication at the workplace and professional contexts. 					
UNIT - I		Lecture Hrs: 8			
Concept of Communication – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication – Organisation Structure - Formal, Informal Communication – Upward, Downward, Horizontal Communication.					
UNIT - II		Lecture Hrs: 10			
Types of communication: Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations Non verbal Communication: Sign language – Body language – Kinesics – Proxemics – Haptics: Chronemics.					
UNIT - III		Lecture Hrs:8			
Interpersonal Communication: Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication – Leadership styles.					
UNIT - IV		Lecture Hrs:8			
Barriers of Communication: Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.					
UNIT - V		Lecture Hrs:8			
Report writing – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes.					
Textbooks:					
<ol style="list-style-type: none"> 1. Business Communication: A Practical Approach, Naik, Willey 2. Business Communication, C.S.Rayudu, HPH. 3. Business Communication, Meenakshi Raman, Oxford University Press. 					
Reference Books:					
<ol style="list-style-type: none"> 1. Business communication, Shalini Varma, Vikas. 2. Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH 3. Business Communications, Hudson, Jaico Publications 4. Business communication for managers, Penrose, Rasberry, Myers, Cengage 5. Effective Communication, Harward Business School, Harward Business Review No.1214. 6. Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand 					
Online Learning Resources:					
https://onlinecourses.swyam2.ac.in/imb19_mg14/preview https://online-degree.swyam.gov.in/dyp20_d02_s1_hs01/preview					



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COMMON COURSE STRUCTURE

Course Code	INFORMATION TECHNOLOGY LAB	L	T	P	C
21E00108		0	1	2	2
Semester		I			
Course Objectives:					
<ul style="list-style-type: none"> ➤ To provide knowledge on applications of information technology and ➤ To demonstrate the MS Office applications with hands on experience in the lab. ➤ To explain and exhibit statistical functions of association, testing hypothesis for the data and analyse and interpret the outcome of the data. 					
Course Outcomes (CO):					
<ul style="list-style-type: none"> ➤ Prepare and edit the documents with effective presentation to superiors. ➤ Obtain hands of experience in designing and editing the templates and data in the excel sheets with formulae and functions. ➤ To test and interpret the business data outcome statistically in an effective and efficient manner. 					
List of Experiments:					
Unit -1 Introduction to Hardware Component: (need to explain using images or videos) Various Input output devices and their usage in corporate world- Memories (RAM/ROM) and its types– Various types of processes- Storage devices Internal vs External Unit 2 Instruction to Operating System (need to explain using videos) – overview of Windows 7/8.2/10/server- Ubuntu – Linux- various versions of Android- iOS – Capturing GPS enabled pictures- tools for filesharing to Mobile to Mobile- System to Mobile Unit – 3 MS WORD I- Over views of various Ribbons- paste special- formatting- usage of Font -Textbox- equations -line spacing – bullets- — page layouts-styles- header and footers – watermark-margins-indent- print preview-split -views- keyboard shortcut keys Unit -4 MS WORD – IIMail Merge- Macros- Designing a company letter pad- Time table – letter writing- overview of power point -preparation of company presentation – Unit – 5 MS Power Point- Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products. Power point shortcut keys					
References:					
<ul style="list-style-type: none"> • Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI. • David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press. • Alexisleon, TMH, 2008, Enterprise resource planning. • The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford. 					
Online learning resources/Virtual labs:					
https://www.coursera.org/specializations/excel https://www.coursera.org/specializations/everyday-excel https://www.coursera.org/learn/excel-basics-data-analysis-ibm					



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	FINANCIAL MANAGEMENT	L	T	P	C
21E00201		4	0	0	4
Semester		II			
Course Objectives:					
<ul style="list-style-type: none"> • To explain the importance of finance function and goals of financial managers. • To impart the decision making skills in acquiring, allocating and utilising the funds of a company. • To educate on corporate restructures and corporate governance. 					
* Standard Discounting Table and Annuity tables shall be allowed in the examination					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Learn the roles and goals of finance manager in a corporate structure business. • Acquire decision making skills regarding financing, investing, and corporate restructuring in the present competitive business environment. • Analyse the impact of capital structure on wealth maximization of owners and value of the company. • Manage current assets and current liabilities of the company in an effective and efficient way. 					
UNIT - I		Lecture Hrs:08			
The Finance function: Nature and Scope. Importance of Finance function – The role in the contemporary scenario – Goals of Finance function; Profit Vs Wealth maximization (Only theory).					
UNIT - II		Lecture Hrs:12			
The Investment Decision: Investment decision process – Project generation, Project evaluation, Project selection and Project implementation. Capital Budgeting methods– Traditional and DCF methods. The NPV Vs IRR Debate. (Simple Problems)					
UNIT - III		Lecture Hrs:12			
The Financing Decision: Sources of Finance – A brief survey of financial instruments. The Capital Structure Decision in practice: EBIT-EPS analysis. Cost of Capital: The concept, Measurement of cost of capital – Component Costs and Weighted Average Cost. The Dividend Decision: Major forms of Dividends . (simple problems on only weighted average cost of capital)					
UNIT - IV		Lecture Hrs:12			
Introduction to Working Capital: Concepts and Characteristics of Working Capital, Factors determining the Working Capital, Working Capital cycle-Management of Current Assets – Cash, Receivables and Inventory, Financing Current Assets (Only Theory)					
UNIT - V		Lecture Hrs:12			
Corporate Restructures: Corporate Mergers and Acquisitions and Take-overs-Types of Mergers, Motives for mergers, Principles of Corporate Governance.(Only Theory)					
Textbooks:					
<ul style="list-style-type: none"> • Financial management –V.K.Bhalla ,S.Chand • Financial Management, I.M. Pandey, Vikas Publishers. • Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill 					
Reference Books:					
<ol style="list-style-type: none"> 1. Principles of Corporate Finance, Richard A Brealey etal., Tata McGraw Hill. 2. Financial Management , Tulsian P.C. & Tulsian Bharat, S.Chand 3. Fundamentals of Financial Management, Chandra Bose D, PHI 					



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| <ol style="list-style-type: none">4. Financial Management , William R.Lasheir ,Cengage.5. Financial Management – Text and cases, Bringham& Ehrhardt, Cengage.6. Case Studies in Finance, Bruner.R.F, Tata McGraw Hill, New Delhi.7. Financial management ,Dr.M.K.Rastogi ,Laxmi Publications |
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Online Learning Resources:

<p>https://onlinecourses.swayam2.ac.in/cec20_mg05/preview https://onlinecourses.swayam2.ac.in/cec20_mg10/preview https://onlinecourses.nptel.ac.in/noc20_mg31/preview https://online-degree.swayam.gov.in/dyp20_d01_s2_mg11/preview</p>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	MARKETING MANAGEMENT	L	T	P	C
21E00202		4	0	0	4
	Semester	II			
Course Objectives:					
<ul style="list-style-type: none"> • To explain basic concepts of Marketing. • To describe consumer markets, segments and brand equity to survive in the competitive market. • To impart knowledge on creating and communicating values in the present digital marketing environment. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the concepts of marketing and marketing strategies suitable for different products under different market environments. • Analyse consumer markets so as to tap global markets for the products. • Learn the designing managing, creating & communicating value to the business in digitalised market environment. • Manage and designee the logistics for retailing and wholesaling as well as integrating marketing channels for business organizations. 					
UNIT - I		Lecture Hrs:08			
Understanding Marketing Management: Concepts of Marketing, Marketing Strategies & Plans, Creating long term loyalty relationships, Marketing mix, PLC, Analyzing Competitors, Conducting Marketing research.					
UNIT - II		Lecture Hrs:12			
Connecting with Customers & Building Strong Brands: Analyzing Consumer Markets, Analyzing Business Markets, Tapping into global markets, Identifying market segments and targets, Crafting Brand Positioning, Creating Brand Equity- Addressing Competition and driving growth.					
UNIT - III		Lecture Hrs:12			
Creating & Communicating Value:- Setting product strategy, Designing & managing services, Introducing new market offerings. Developing pricing strategies & programmes. Designing & Managing Integrated Marketing Communications, Advertising & Sales Promotions, Events and experiences, Managing digital communication - online, social media & mobile, Personal selling.					
UNIT - IV		Lecture Hrs:12			
Delivering Value :- Managing retailing, wholesaling and logistics. Designing and Managing Integrated Marketing Channels					
UNIT - V		Lecture Hrs:12			
Sales Management:- Nature & Importance of Sales Management, Skills of sales manager, Sales objectives, Concepts of sales organization, Types of sales organization.					
Textbooks:					
<ol style="list-style-type: none"> 1. Marketing Management, Phillip Kotler, Kevin Lane Keller, 15th edition, Pearson. 2. Marketing Management, Rajan Saxena, TMH 3. Marketing Management Pillai R.S.N. & Bagavathi, S.Chand 					
Reference Books:					
<ol style="list-style-type: none"> 1. Marketing, A South Asian Prospective, Lamb, Hair, Sharma, Mcdaniel, Cengage . 2. Marketing in India, Text and Cases, S.Neelamegham, Vikas. 3. Case Studies in Marketing, The Indian Context, Srinivasan, PHI. 4. Marketing Management, V.S. Ramaswamy and S. Namakumari, McMillan. 5. Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH. 6. Introduction to Marketing theory and practice, Adrian Palmer, Oxford University Press. 					



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COMMON COURSE STRUCTURE

Online Learning Resources:

https://onlinecourses.nptel.ac.in/noc19_mg48/preview

https://onlinecourses.nptel.ac.in/noc21_mg51/preview

https://onlinecourses.swayam2.ac.in/cec20_mg06/preview



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	HUMAN RESOURCE MANAGEMENT	L	T	P	C
21E00203		4	0	0	4
	Semester	II			
Course Objectives:					
<ul style="list-style-type: none"> • To provide knowledge on functions, roles and objectives of HR managers and the policies and strategies to be followed as a HR manager. • To explain concepts of HR planning and methods in selection, placement, promotion and transfer of employees in an organization. • To inject objectives of wage and salary administration for the employees and the influencing factors in fixing and managing compensation for the employees. • To introduce and educate the recent trends in HR management and the methods to balance personal life and work life under complex & uncertainty work environment. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Know the nature, scope, functions, roles, goals, strategies and policies of HR management. • Learn to design and develop HR planning related aspects. • Acquires knowledge on administration of monetary and non monetary benefits for the employees in the organization. • Learn recent trends in the human resource function and to balance the work life in the present dynamic work environment. 					
UNIT - I		Lecture Hrs:08			
Introduction:- Meaning of HR and HRM, Nature & Scope of HRM, Functions of HRM, Role and Objectives of HRM, Personnel Management, Policies and Strategies of HRM.					
UNIT - II		Lecture Hrs:12			
Designing and Developing HR systems:- Human Resource Planning, Job Design, Job Analysis, Job Evaluation, Job Enlargement, Job Enrichment, Job Rotation, Recruitment & Selection, Placement, Promotion & Transfer.					
UNIT - III		Lecture Hrs:12			
Compensation Management:- Introduction, objectives of wages and salaries administration, influencing factors for determining compensation- Monetary and non monetary benefits.					
UNIT - IV		Lecture Hrs:12			
Human Resource Development:- Concepts, Development Function, Training and Development, Performance Appraisal & Career Planning and Development.					
UNIT - V		Lecture Hrs:12			
Recent Trends in HRM: Outsourcing, Work Life Balance, Quality Circles and Total Quality Management, Fish Bone Diagram.					
Textbooks:					
<ol style="list-style-type: none"> 1. Personnel and Human Resource Management – Text and cases, P. Subbarao, Himalaya. 2. Human Resource Management, Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill. 					
Reference Books:					
<ol style="list-style-type: none"> 1. Human Resource Management, Aswathappa, 4th Edition, TMH 2006 2. Human Resource Management, Ian Beardwell& Len Holden-Macmillan India Ltd. 3. Human Resource Management, Khanka S.S., S.Chand 4. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006. 					
Online Learning Resources:					
https://onlinecourses.swayam2.ac.in/cec21_mg06/preview https://onlinecourses.swayam2.ac.in/nou21_hs19/preview https://onlinecourses.nptel.ac.in/noc20_mg15/preview					



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COMMON COURSE STRUCTURE

Course Code	BUSINESS RESEARCH METHODS	L	T	P	C
21E00204		4	0	0	4
Semester		II			
Course Objectives:					
<ul style="list-style-type: none"> • To introduce business research, types and technology used in business research. • To explain in detail on research process involved in business research. • To discuss sources of data and instruments to collect data • To provide knowledge on analysis and interpretation of outcome of the data in a scientific way. • To provide knowledge on descriptive and inferential statistical analysis. • To impart competence skills to undertake business research problem and carryout scientific research. 					
*Standard Statistical tables shall be allowed in the examination					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Learn types of business research, technology used in business research in technological era. • Identify research problem, appropriate research design and sample design for the problem, formulate hypothesis, testing process of hypothesis. • Understand sources of data, instruments to collect data, analyse and interpretation of data. • Prepare and present the research report effectively and efficiently. 					
UNIT - I		Lecture Hrs:08			
Introduction to Business Research: Definition-Types of Business Research. Scientific Investigation, 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.					
UNIT - II		Lecture Hrs:12			
The Research Process: Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis. 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 - Sampling and Methods of sampling					
UNIT - III		Lecture Hrs:12			
Collection and Analysis of Data Sources of Data-Primary and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews- Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.					
UNIT - IV		Lecture Hrs:12			
Data Preparation and Analysis: Data preparation process, problems in preparation process - An overview of Descriptive, Associational and Inferential- Statistical Measures.					
UNIT - V		Lecture Hrs:12			
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.					
Textbooks:					
<ol style="list-style-type: none"> 1. Research Methodology – methods & Techniques, C.R. Kothari, Vishwa prakashan. 2. Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pvt. Ltd, Singapore. 					



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3. Research Methodology(Concepts and cases) Deepak Chawla NeenaSondhi-Vikas publishing
Reference Books:
<ol style="list-style-type: none"> 1. Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e,Tata McGraw-Hill Publishing Company Limited. 2. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House. 3. Business Research Methods 8e, Zikmund- Babin-Carr- Adhikari-Griffin-Cengage learning. 4. Business Research Methods- Alan Broman, Emma Bell 3e, Oxford university
Online Learning Resources:
https://onlinecourses.swayam2.ac.in/cec20_mg14/preview https://onlinecourses.nptel.ac.in/noc20_ge01/preview



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COMMON COURSE STRUCTURE

Course Code	OPERATIONS RESEARCH	L	T	P	C
21E00205		4	0	0	4
Semester		II			
Course Objectives:					
<ul style="list-style-type: none"> • To provide the basic knowledge about Operation Research, importance, application areas of Operations research and various optimizing techniques in the business operations. • To impart different optimization models under typical situations in the business organization. • To describe different game strategies under cut-throat competitive business environment • To explain optimization tools in solving the management problems through modelling and using mathematical approach. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand nature, scope and significance of Operation Research and formulation of given business problem in a LPP model and solving methods. • Learn different optimizing solutions for various business problems using appropriate modelling techniques. • Acquire the skills to complete a project effectively and efficiently with in the given resources. 					
UNIT - I		Lecture Hrs:12			
Introduction to OR: Meaning, Nature, Scope & Significance of OR - Typical applications of Operations Research. The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P.P, Graphical method, Simplex method: Maximization and Minimization model(exclude Duality problems), Big-M method and Two Phase method.					
UNIT - II		Lecture Hrs:12			
Transportation Problem: Introduction, Transportation Model, Finding initial basic feasible solutions, Moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy. Assignment Problem – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.					
UNIT - III		Lecture Hrs:10			
Sequencing – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems.					
UNIT - IV		Lecture Hrs:10			
Game Theory: Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.					
UNIT - V		Lecture Hrs:12			
Project Management: Network Analysis – Definition –objectives -Rules for constructing network diagram- Determining Critical Path – Earliest & Latest Times – Floats - Application of CPM and PERT techniques in Project Planning and Control – PERT Vs CPM. (exclude Project Crashing).					
Textbooks:					
<ol style="list-style-type: none"> 1. Operations Research / R.Pannerselvam, PHI Publications. 2. Operations Research / S.D.Sharma-Kedarnath 3. Operations Research /A.M.Natarajan,P.Balasubramani,A. Tamilarasi/Pearson Education. 					
Reference Books:					



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| <ol style="list-style-type: none">1. Introduction to O.R/Hiller & Libermann (TMH).2. Operations Research: Methods & Problems / Maurice Saseini, Arthur Yaspan & Lawrence Friedman. Pearson3. Quantitative Analysis For Management/ Barry Render, Ralph M. Stair, Jr and Michael E. Hanna/4. Operations Research / Wagner/ PHI Publications. |
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Online Learning Resources:

<p>https://onlinecourses.swyam2.ac.in/cec20_ma10/preview https://onlinecourses.nptel.ac.in/noc20_ma23/preview https://onlinecourses.nptel.ac.in/noc19_ma29/preview</p>



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Course Code	OPERATIONS MANAGEMENT	L	T	P	C
21E00206		4	0	0	4
Semester		II			
Course Objectives:					
<ul style="list-style-type: none"> • To explain various concepts of Production and Operations Management. • To explore and impart knowledge on the elements of good control system, the role of control charts and statistical process control methods in helping managers to control variation. • To develop the strong knowledge about quality control systems • To facilitate the knowledge over real time inventory control techniques • To offer learners an introduction to industry 4.0, its applications in the business world. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the concept of Production and Operations Management. • Construct and interpret simple control charts for both continuous and discrete data. • Gain knowledge on the quality philosophies and principles of deming, Juran, six sigma and to become acquainted with the International Organization for Standardization's ISO 9000:2000 requirements. • Learn different types of inventory that firm's use and their role in value analysis • Familiarize with inventory concepts to support the development of useful quantitative models for inventory management. • Understand the drivers and enablers of Industry 4.0 					
UNIT - I		Lecture Hrs:08			
Introduction and Overview of Operations Management: Definition of Operations Management – Nature and Scope of OM – Role & Decision areas of Operations Manager- interface of OM with other functions - Operations Management's future challenges					
UNIT - II		Lecture Hrs:12			
Operations Control: Managing of Work Environment–Automation–Technology Management–Waste Management–Quality Assurance and Quality Circles–Statistical Quality Control–Control Charts for Variables–Average–Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure					
UNIT - III		Lecture Hrs:12			
Managing for Quality: Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO9000-2000 clauses & coverage. Six Sigma, Productivity–factors affecting productivity - measurement & improvements in productivity–new product development and design–stages.					
UNIT - IV		Lecture Hrs:12			
Inventory and Inventory Models: Inventory Control–Different Systems of Inventory Control, Costs & Types of Inventory – ABC, VED. Value Analysis – importance in cost reduction – concepts and procedures. Inventory control –Types of Inventory–Safety stock – Inventory Control Systems–JIT, VMI.					
UNIT - V		Lecture Hrs:12			
Introduction to Industry 4.0 - The Various Industrial Revolutions - Digitalization and the					



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Networked Economy - Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0 – Benefits of adopting an Industrial 4.0 model
Textbooks:
<ol style="list-style-type: none"> 1. Heizer, Render, Principles of Operations Management 8th Edition, Prentice Hall, 2011. 2. B. Mahadevan, “Operations Management - Theory and Practice”, Pearson, New Delhi, 2013. 3. Operations Management and Control , Banerjee Biswajit, S.Chand
Reference Books:
<ol style="list-style-type: none"> 1. Panner Selvem: “Production and Operations Management”, Prentice Hall of India, New Delhi, 2012. 2. S N Chary, “Production and operations management”, Tata McGraw Hill, NewDelhi, 2013.
Online Learning Resources:
https://onlinecourses.swayam2.ac.in/imb21_mg47/preview https://onlinecourses.nptel.ac.in/noc21_me18/preview



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Course Code	General Elective – I	L	T	P	C
21E00207a	ADVANCED COMMUNICATION	2	0	0	2
Semester		II			
Course Objectives:					
<ul style="list-style-type: none"> • To explain communication concepts • To develop the students' competence in communication at an advanced level. • To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the communication concepts and • Improve communication and competence skills • Obtain and apply proficiency in business communication at the workplace and professional contexts. 					
UNIT - I		Lecture Hrs:6			
Concept of Managerial Communication – Effective Listening – Barriers, Steps for Active Listening – Effective Speaking – Body Language & Modulation, Informative, Persuasion Communications – Effective Reading – Obstacles, Effective Reading, Reading Comprehension – Effective Writing – Condensation, Note Making Methods, Executive Summary.					
UNIT - II		Lecture Hrs: 6			
Business Letters & Reports: Types of Business Letters – Elements; Types of Reports – Informal – Formal Reports – Elements; Annual Reports - Technical Proposals – Structure – Circulars - Notices – Memos.					
UNIT - III		Lecture Hrs: 3			
Meetings & Reports: Meeting Invitation - Notice – Agenda – Meeting Participants – Roles; Meeting conduction & Etiquette - Minutes of the Meeting – Documentation – Filing;					
UNIT - IV		Lecture Hrs: 3			
Communication Strategies: Conflict Resolution – Win-Win strategy; Managerial Negotiations – Bargaining, Distributive, Integrative Strategies; Interviews – Types – purpose – process;					
UNIT - V		Lecture Hrs: 6			
Technology for Communication: Conventional Modes Vs Computer based Technologies – Email, Social Media, Micro Soft & Google Tools – Data – Collection – Organizing – Analyzing - Presentations using Technology.					
Textbooks:					
<ol style="list-style-type: none"> 1. Managerial Communication – Strategies and Applications, Geraldine E.Hynes, McGrawHill 2. Business Communication, C.S.Rayudu, HPH. 3. Business Communication, Meenakshi Raman, Oxford University Press. 					
Reference Books:					
<ol style="list-style-type: none"> 1. Business communication, Shalini Varma, Vikas. 2. Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH 3. Business Communications, Hudson, Jaico Publications 4. Business communication Sehgal, khetarpal, Excel Books 5. Effective Communication, Harward Business School, Harward Business Review No.1214. 6. Communication skills, Sanjay Kumar, Pushpalata, Oxford 					
Online Learning Resources:					
https://onlinecourses.swayam2.ac.in/imb19_mg14/preview https://www.youtube.com/watch?v=ITHnugowc_Q					



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Course Code	General Elective – I	L	T	P	C
21E00207b	E-BUSINESS	2	0	0	2
Semester		II			
Course Objectives:					
<ul style="list-style-type: none"> • To imparts the concepts and various application issues of e-business and various online strategies for e-business. • To explain various electronic payment systems. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand electronic business and related concepts in detail. • Identify security threat in e-business and steps, methods to overcome security issues. • Know various electronic payment system and business models in the present technology business world. • Know the e-business infrastructure requirements for e-business. 					
UNIT - I		Lecture Hrs: 6			
Introduction to e-business : Electronic business, Electronic commerce, difference between e-business & e-commerce, electronic commerce models, types of electronic commerce,value chains in electronic commerce,E-commerce in India, internet,web based tools for electronic commerce.Electronic data, Interchange, components of electronic data interchange, electronic data interchange process.					
UNIT - II		Lecture Hrs: 6			
Security threats to e- business: Security overview, Electronic commerce threats, Encryption, Cryptography, public key and private key Cryptography digital signatures, digital certificates, security protocols over public networks : HTTP, SSL,Firewall as security control, public key infrastructure (PKI) For Security.					
UNIT - III		Lecture Hrs: 6			
Electronic payment system : Concept of money, electronic payment systems, types of electronic payment systems,smart cards and electronic payment systems, infrastructure issues in EPS, Electronic fund transfer.					
UNIT - IV		Lecture Hrs: 4			
E-business applications and strategies : Business models & revenue models over internet, emerging trends in e- businesse- governance, digital commerce, mobile commerce, strategies for business over web, internet based business models.					
UNIT - V		Lecture Hrs: 6			
E –business infrastructure and e- marketing : Hard works system software infrastructure, ISP’s, managing e-business applications infrastructure, what is e- marketing, e-marketing planning, tactics, strategies.					
Textbooks:					
<ol style="list-style-type: none"> 1. Dave chaffey :e-business & e-commerce management- Pearson. 2. E- commerce- e-business :Dr.C.S.Rayudu, Himalaya. 					
Reference Books:					
<ol style="list-style-type: none"> 1. Whitley, David (2000) ,e-commerce strategy,Technologies and applications.TMH. 2. Schneider Gary P.and Perry, James T(1ST edition 2000) Electronic commerce, Thomson Learning. 3. Bajaj, Kamlesh K and Nag, Debjani (1st edition 1999) ,e- commerce, The cutting edge of business,TMH Publishing company 					
Online Learning Resources:					
https://onlinecourses.nptel.ac.in/noc19_mg54/preview https://www.classcentral.com/course/swayam-e-business-14018					



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Course Code	General Elective – I	L	T	P	C
21E00207c	INDUSTRY 4.0 & INNOVATION	2	0	0	2
Semester		II			
Course Objectives:					
<ul style="list-style-type: none"> • To provide an overview of industry 4.0 and technology based innovations. • To Align the theory and concepts with Industrial application of computers • To Introduce the basic concepts of Industry 4.0, Artificial Intelligence, Big Data and Internet of Things. • To Discuss and demonstrate the applications and tools of Industry 4.0. • To Impart knowledge on innovation types, stages of innovation process, and competitive advantage 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the basic concepts of Industry 4.0 and new technologies in decision making • Outline the features of Artificial Intelligence and application domains • Summarize the Big data domain stack and Internet of Things • Identify the applications and Tools of Industry 4.0 • Learn and think innovative ideas based on technology • Apply the knowledge in various industries based on technology to take effective and efficient managerial decision. 					
UNIT - I		Lecture Hrs:6			
Industry 4.0: Need – Reason for Adopting Industry 4.0 - Definition – Goals and Design Principles - Technologies of Industry 4.0 – Big Data – Artificial Intelligence (AI) – Industrial Internet of Things - Cyber Security – Cloud – Augmented Reality – Mixed Reality.					
UNIT - II		Lecture Hrs: 6			
Artificial Intelligence: Artificial Intelligence (AI) – What & Why? - History of AI -Foundations of AI -The AI - Environment - Societal Influences of AI - Application Domains and Tools - Associated Technologies of AI - Future Prospects of AI - Challenges of AI.					
UNIT - III		Lecture Hrs: 6			
Big Data and IOT: Data : Terminologies - Big Data Definitions - Essential of Big Data in Industry 4.0 - Big Data Merits and Advantages - Big Data Components : Big Data Characteristics - Big Data Processing Frameworks - Big Data Applications - Big Data Tools - Big Data Roles - Learning Platforms; Internet of Things (IoT) : Introduction to IoT - Architecture of IoT - Technologies for IoT - Security in IoT.					
UNIT - IV		Lecture Hrs: 6			
Applications of IoT – Manufacturing – Healthcare – Education – Aerospace and Defence – Agriculture – Transportation and Logistics – Impact of Industry 4.0 on Society: Impact on Business, Government, People. Tools for Artificial Intelligence, Big Data and Data Analytics, Virtual Reality, Augmented Reality, IoT, Robotics.					
UNIT - V		Lecture Hrs: 4			
Innovation: Meaning - Stages of Innovation Life cycle – Types of Innovations - Innovation as a knowledge-based process – Innovation and competitive advantage.					
Textbooks:					
<ol style="list-style-type: none"> 1. Managing Innovation -,By Joe Tidd, John Bessant & et.al., Wiley India Publishers, New Delhi, Third Edition. 2. Introduction to Industry 4.0 and Industrial Internet of Things by Prof.SudipMisra, IIT Kharagpur. 					



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Reference Books:

1. Alasdair Gilchrist. Industry 4.0: The Industrial Internet of Things, A press Publications.

Online Learning Resources:

<http://assets.press.princeton.edu/chapters/s9221.pdf>
https://www.researchgate.net/profile/Joe-Tidd/publication/285052130_Managing_Innovation/links/5662e4a508ae418a786b8dd8/Managing-Innovation.pdf



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COMMON COURSE STRUCTURE

Course Code	Skill Oriented Course DATA ANALYTICS LAB	L	T	P	C
		0	1	2	2
Semester		II			
Course Objectives:					
<ul style="list-style-type: none"> • To explain the procedure in creation of company, ledger accounts and to explore, present financial statements of an business organization • To give knowledge on using of various financial tools to take long term investment decision • To demonstrate the process of storing, retrieving the data relating to employees, dealers, customers and consumers in an effective and efficient way • To impart the knowledge on Systems and MIS and process of designing the MIS in an organization. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Demonstrate the creation of company, ledger accounts, explore and export financial statements • Exhibit the calculation of cost of capital and discounting factor techniques in long term investment decision. • Store and retrieve the data relating to dealers, customers and consumers based on products, geographical criteria. • Present the data in the form of pivot tables, graphs and charts in effective and efficient way • Construct and present employee salary administration in an organization in an informative manner. • Understand information system in the organization, design of MIS and also internet and the tools used in Internet. 					
List of Experiments:					
Unit – 1					
Introduction to Excel- Cells – name range – references – Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts – usage of Paste special					
Unit – 2					
Basis of Excel: Managing Worksheets and Workbooks. - Worksheet Vs. Workbook - Creating new worksheets and workbooks - Deleting worksheets and workbooks -Naming and renaming a worksheet - Toggling between worksheets and workbooks - Copy and Move Worksheets - Hide, Unhide, Group and Ungroup Cells -Hide and Unhide Worksheets -Save and Save As					
Unit – 3					
Advanced Excel: Cell Referencing - Data Validation- Naming a Cell or Range of Cells (Name Manager).- Basic formulas (SUM, COUNTA, AVERAGE, MAX, MIN). Text Functions (RIGHT, LEFT, MID, SUBSTITUTE, FIND, LEN). Date Functions (TODAY, NOW, DAY, MONTH, YEAR, EDATE, EOMONTH, TEXT).					
Unit – 4					
Advanced Excel II: Lookup Functions (VLOOKUP, HLOOKUP, MATCH, INDEX). - Logical Functions (IF, AND, OR). -Data Analysis Functions (SUMIF, SUMIFS, COUNTIF, COUNTIFS).- Conditional Formatting, Filtering and Sorting. - Graphs, Charts and Pivot Tables remove duplicates					
Unit – 5					
Conducting Online surveys – usage of Google drive – micro soft online surveys – sharing with the help of social media/ internet- getting responses from online survey- sorting and filter online survey					



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References:

- Ms Office Excel-Frye, PHI publications
- Ms Office Access- Step by step, PHI publications
- SPSS User manual

Online learning resources/Virtual labs:

<https://www.coursera.org/specializations/excel>

<https://www.coursera.org/specializations/everyday-excel>

<https://www.coursera.org/learn/excel-basics-data-analysis-ibm>



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COMMON COURSE STRUCTURE

Course Code	Strategic Management	L	T	P	C
21E00301		4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To describe and discuss the strategic management process. • To build skills to develop strategic vision, mission objectives. • To explain concepts of core competence, strategy for competitive advantage. • To give an understanding about strategic analytical tools and techniques. • To provide knowledge on strategy formulation, types of strategies to implement. • To create awareness on various strategy evaluation and controlling approaches. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Know strategic management process • Obtain strategy implementation, analytical and evaluating skills about various strategies. • Understand on establishing strategic controls at national and international context 					
UNIT - I		Lecture Hrs: 8			
Introduction- Concepts in Strategic Management , Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage.					
UNIT - II		Lecture Hrs: 12			
Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix,. Market Life Cycle Model - and Organizational Learning, and the Experience Curve.					
UNIT - III		Lecture Hrs:12			
Strategy Formulation : Formulation of strategy at corporate, business and functional levels. Strategy Alternatives:- Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy, .					
UNIT - IV		Lecture Hrs:12			
Strategy Implementation : Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation					
UNIT - V		Lecture Hrs:12			
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.					
Textbooks:					
1. Strategic Management – J.S.Chandan & Nitish sen Gupta, Vikas					
Reference Books:					
<ul style="list-style-type: none"> • Strategic Management Concepts and Cases ,Fred R.David, PHI. • Strategic Management,Hill, Ireand, manikutty, Cengage. • Concepts in Strategic Management and Business Policy,Wheelen & Hunger, Pearson Education. • Strategic Management – Text and Cases, V.S.P. Rao, Excel. 					



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- Strategic Management, Ireland, Hoskinsson, Hitt, Cengage.
- Strategic Management – Theory and Application, Habergerg, Rieple, oxford .
- Strategic Management, P. SubbaRao, Himalaya.
- Business policy and strategic management, Sukul Lomash, P.K.Mishra, Vikas

Online Learning Resources:

<http://rizvihmct.com/wp-content/uploads/2017/02/Semester-VI-strategic-management.pdf>
https://sgp1.digitaloceanspaces.com/cakart/5929/study_contents/Chapter_1__Introduction_to_Strategic_Management.pdf
<https://old.mu.ac.in/wp-content/uploads/2014/04/Introduction-to-Strategic-Management-book.pdf>
https://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_analysis_tools_nov07.pdf.pdf
<https://resources.saylor.org/wwwresources/archived/site/wp-content/uploads/2013/09/Saylor.orgs-Strategy-Formulation.pdf>
https://resources.saylor.org/wwwresources/archived/site/wp-content/uploads/2013/04/BUS300-2.3_Strategy-Formulation.pdf
https://static.careers360.mobi/media/uploads/froala_editor/files/Strategy-Implementation-and-Control.pdf



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COMMON COURSE STRUCTURE

Course Code	Green Business Management	L	T	P	C
21E00302		4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To impart students an understanding of green business, its advantages, issues and opportunities • To give awareness on organizational structure, environment and corporate environmental responsibility (CER). • To provide knowledge over the strategies for building eco-business . 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • To understand concept of green business management. • To know the environmental and sustainability issues for the production and CER. • To describe and identify indicators of sustainability and bio-diversity at Indian perspective. • To study green techniques and methods. • To build eco-commerce models for green business projects and companies. 					
UNIT - I		Lecture Hrs: 8			
Introduction of Green Management: The concept of Green Management; Evolution; nature, scope, importance and types; green management in India; Relevance in twenty first century					
UNIT - II		Lecture Hrs: 12			
Organizational Environment; Indian corporate structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).					
UNIT - III		Lecture Hrs:12			
Approaches from Ecological Economics; Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories					
UNIT - IV		Lecture Hrs:12			
Environmental Reporting and ISO 14001; Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management					
UNIT - V		Lecture Hrs:12			
Green Techniques and Methods; Green tax incentives and rebates (to green projects and companies); Green project management in action; Business redesign; Eco-commerce models					
Textbooks:					
<ol style="list-style-type: none"> 1. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida , ZEW Publications. 2. The Green Energy Management Book by Leo A. Meyer, LAMA books 					
Reference Books:					
<ul style="list-style-type: none"> • Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies. • Green Project Management by Richard Maltzman And David Shiden, CRC Press Books. • Green and World by Andrew S. Winston, Yale Press B 					
Online Learning Resources:					



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COMMON COURSE STRUCTURE & SYLLABI

https://www.researchgate.net/publication/330089504_Green_Management-Concept_and_Strategies/link/5c2cc525458515a4c70766a1/download

https://steadystate.org/wp-content/uploads/Gowdy_Erickson_EE_Approach.pdf

<https://asq.org/quality-resources/iso-14001#:~:text=ISO%2014001%20is%20the%20international,than%20establishing%20environmental%20performance%20requirements.>



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COMMON COURSE STRUCTURE

Course Code	Specialization Elective- I	L	T	P	C
21E00303a	Cost and Management Accounting	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses. • To provide an understanding on material purchase control methods. • To explain management accounting concepts and branches of accounting. • To discuss different analytical tools & techniques of financial statements. • To impart analytical and interpretation skills on financial statements. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • To understand concepts, nature and scope of accounting, branches of accounting. • To learn different controlling tools on material and labour cost. • To distinguish branches of accounting and importance. • Demonstrate analytical and interpretation skills on financial statements of any companies. 					
UNIT - I		Lecture Hrs: 8			
Nature and scope of accounting: Cost analysis, concepts and classifications, Cost sheets, preparation of cost sheets, Tenders and Quotations.					
UNIT - II		Lecture Hrs: 12			
Material Purchase control: Levels, aspects, need and essentials of material control. Stores control-stores department, EOQ, Stores records, ABC analysis, VED analysis.					
UNIT - III		Lecture Hrs:12			
Labor cost: Computation and control, Time keeping-Methods of wage payment-Time rate and piece rate system-Payroll procedures-Idle time and overtime-Labor turnover.					
UNIT - IV		Lecture Hrs:12			
Management Accounting: Meaning, scope , importance and limitations – Management Accounting Vs Cost Accounting-management Accounting Vs Financial Accounting.					
UNIT - V		Lecture Hrs:12			
Analysis and Interpretation Of Financial Statements: Nature ,Objectives, tools- Methods-Comparative Statements, Common size statements and Trend analysis					
Textbooks:					
1. A Text book of Cost and Management Accounting – Arora M. N, 11/e, Vikas					
Reference Books:					
<ul style="list-style-type: none"> • Cost Accounting :Theory and Practice - Bhabatosh Banerjee, 12/e, PHI. • Financial Statement Analysis and Reporting - Mohana Rao P, PHI, 2011. • Cost Management :A strategic Approach - Vaidya S. C, Suveera Gill Macmillan 2010. • Cost Accounting- Jawaharlal, & Seema Srivastava, 4/e, TMH. • Accounting & Costing for Management – Sinha P. K, Excel BOOKS, 2010. • A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House, 					
Online Learning Resources:					
https://www.youtube.com/watch?v=5oSpI3e4Dw https://youtu.be/tstp5293Xqs					



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Course Code	Specialization Elective- I	L	T	P	C
21E00303b	Product And Brand Management	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To provide detailed knowledge of concept of product, product decisions, product management. • To explain concept of branding, branding decision, creating and managing brand equity. • To make them to know new brand failures and the reasons to fail in the market. • To discuss brands and branding in different sectors of the economy. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • To gain knowledge on conceptual knowledge on product, classification of products, strategies, planning and development. • To choose and implement appropriate strategies for existing and new products. • To know essentials of good brand name, types and brand loyalty. • To apply different brand valuation methods and brand revitalization. • To create, design new brand names, and brand building strategies for brand extension. • To analyse the factors for new brand failures in the market. • To examine branding in different sectors of the economy. 					
UNIT - I		Lecture Hrs: 8			
Product Decisions : - Product Concepts – Product Classification – Consumer Goods and Industrial Goods Classification – Product Line and Product Mix – Product Characteristics – Responsibility of Product Manager – Types of Product Strategies					
UNIT - II		Lecture Hrs: 12			
Product Management : Product differentiation – Product Strategies – Stages in the New Product Development – Product Positioning Strategies – Packaging Management.					
UNIT - III		Lecture Hrs:12			
Branding Decisions : Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization.					
UNIT - IV		Lecture Hrs:12			
Creating and Managing Brand Equity : Advantages of Brand Equity – Brand Building Strategies – Brand Extension – New Brand Failures.					
UNIT - V		Lecture Hrs:12			
Branding in Different Sectors: Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.					
Textbooks:					
1. Marketing Management –Philip Kottler, Kevin Lane Keller ,15th Edition, Pearson.					
Reference Books:					
<ul style="list-style-type: none"> • Product & Brand Management – Text & Cases, Prof.K.Venugopal Rao, Himalaya • Product Management in India, Ramanuj Majumdar, PHI • Product Management ,C.Nandan, , TMH. • Compendium of Brand Management,Chunawalla. S.A, Himalaya • Product & Brand Management,Mathur.U.C , Excel • Brand Positioning, Subroto Sengupta, TMH. • Marketing and Branding, S.Ramesh Kumar, Pearson. • What's in a Brand? , John Philip Jones, TMH 					



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MASTER OF BUSINESS ADMINISTRATION
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COMMON COURSE STRUCTURE

- | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Brand Management – Text & Cases , Harsh V Verma , Excel• Become the Brand of Choice, Jason Hartman, Jaico. |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Online Learning Resources:

https://www.youtube.com/watch?v=BRlzbDry6Ew&list=PLLy_2iUCG87BRuLgSpHX_-Xr3uNtULKBC



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- I	L	T	P	C
21E00303c	Human Resource Development	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To provide an understanding of the human resources development framework and • To explain management best practices, tools and models to implement an effective HRD system. • To impart knowledge on career management and issues in career development. • To describe and discuss organizational culture, labour market changes and discrimination adapting to demographic changes. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the concept of HRD, functions and challenges to HR manager. • Design plan for HRD programmes, need to assessment of HRD programmes and impact of HRD Programme. • Understand career development, process and issues in career development • learn and aware of HRD and its diversity in organizational culture and labour markets. 					
UNIT – I		Lecture Hrs: 8			
Introduction to Human Resource Development: Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges					
UNIT – II		Lecture Hrs: 12			
HRD Need Assessment & Designing of HRD programs: Strategic/ Organizational Analysis- Task Analysis- Person Analysis- prioritizing HRD needs, defining the objectives of HRD Intervention - Selecting the trainer - Selecting the Training methods - Preparing training material Scheduling an HRD program					
UNIT - III		Lecture Hrs:12			
Implementation & Evaluation of HRD programs: Training methods - Classroom training Approaches - Computer based Training, Purpose of HRD Evaluation- Kirkpatrick's evaluation framework - Data collection for HRD Evaluation - Assessing the impact of HRD programs in Monetary Terms					
UNIT – IV		Lecture Hrs:12			
Career Management and Development: Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development.					
UNIT – V		Lecture Hrs:12			
HRD & Diversity: Introduction - Organizational culture - Labor market changes and discrimination adapting to demographic changes					
Textbooks:					
<ol style="list-style-type: none"> 1. Jon M Werner ,Randy L DeSimone : Human Resource development (Thomson/Cengage) 2. Raymond A Noe : Employee Trainee Development (Tata McGraw Hill) 					
Reference Books:					
<ul style="list-style-type: none"> • John P. Wilson Human Resource Development (Kogan Page Business Books) • Tripathi P.C : Human Resource Development (Sultan Chand & Sons) • Uday Kumar Halder : Human Resource Development (Oxford) 					



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COMMON COURSE STRUCTURE

Online Learning Resources:

<https://www.tutorialspoint.com/human-resource-management>

NPTEL :: Management - NOC:Principles of Human Resource Management



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- I	L	T	P	C
21E00303d	Mobile Commerce	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To define and describe M-commerce concepts, systems, advanced technology devices in M-Commerce. • To infuse knowledge on transactional data base accesses, techniques to facilitate information exchange and different mobile based approaches. • To improve critical analytical skills with examples and cases of M-commerce systems • To describe and discuss some of the applications in M-commerce. • To explain mobile banking, strategies for assessment of quality of perception and services for mobile commerce. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand M-Commerce concept, systems and advanced technology devices. • Gain knowledge on transactional data base accesses, techniques to facilitate. • Analyse critically M-commerce system cases and applications. • Learn configuring M-commerce portals, multimedia messaging peer mobile financial services. • Apply and use mobile commerce technology with advanced systems in various areas. 					
UNIT – I		Lecture Hrs: 8			
Current Status and Future Trends in Mobile Commerce, Technology Issues in Mobile Commerce, Mobile Commerce Systems, Mobile Ecommerce on Mobile Phones, Technologically advanced handheld devices, like Smart phones, PDAs, Laptops, Tablets and Portable gaming consoles etc					
UNIT – II		Lecture Hrs: 12			
Transactional Database Accesses for M-Commerce Clients, Techniques to facilitate Information Exchange in Mobile Commerce, Information System and Application Issues in Mobile Commerce, The emergence of Location based Mobile Commerce, The need for Mobile based Approaches					
UNIT - III		Lecture Hrs:12			
Managing the Interactions Between Handheld Devices Mobile Applications and Users, Mobile Commerce and Usability, a Landscape Analysis,					
UNIT – IV		Lecture Hrs:12			
: Mobile marketing, mobile ticketing, mobile computing, mobile payments and mobile banking are discussed vis-a-vis latest technologies, like wireless and mobile communication technology, digital cellular technology, mobile access technology and 4G and 5G systems					
UNIT – V		Lecture Hrs:12			
Configuring M-Commerce Portals for Business Success, Knowledge Management in a Mobile Computing Context, Multimedia Messaging Peer Mobile Financial Services, Mobile Banking – A Strategic Assessment, Service for Mobile Commerce Applications, Quality of Perception in M Commerce					
Textbooks:					
1. Advances in Mobile Commerce Technologies, EE-Peng Lim, Keng Siau, Idea Group of Publishing					
Reference Books:					
<ul style="list-style-type: none"> • Mobile Commerce Applications, Shi, Nansi, Idea Group of Publishing • Mobile Commerce, Karabi Bandyopadhyay, PHI 					



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COMMON COURSE STRUCTURE

Online Learning Resources:

<https://www.hostinger.in/tutorials/mobile-commerce>

<https://edurev.in/studytube/Mobile-Commerce>

<https://www.studocu.com/.../mba/mobile-commerce-lecture-notes>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- II	L	T	P	C
21E00304a	Financial Institutions And Services	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To provide an overview of financial system and components of financial system in detail. • To explain classification of institutions, markets and services in the financial system. • To impart knowledge on interrelationship and functioning of each component of financial system. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Define and understand financial system in an economy and components of financial system • Gain knowledge on classification of financial institutions, markets and type services of institutions. • To compare and contrast the pros and cons of each type of services available in the financial market. • To distinguish the various financial markets and institutions and their functioning mechanism. • Acquire knowledge on entire banking system and types of banks and functioning of banks in the financial system. 					
UNIT – I		Lecture Hrs: 8			
Introduction: The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI.					
UNIT – II		Lecture Hrs: 12			
The Banking and Non-banking Institutions: The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.					
UNIT - III		Lecture Hrs:12			
Financial and securities Markets: Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market , Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets:- Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI.					
UNIT – IV		Lecture Hrs:12			
Fund based services - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.					
UNIT – V		Lecture Hrs:12			
Fee-based services - Stock broking, credit rating Merchant Banking ,portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.					
Textbooks:					
<ol style="list-style-type: none"> 1. Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill. 2. Financial services, Gorden & Natarajan, Himalaya publishers 					
Reference Books:					
<ul style="list-style-type: none"> • Financial Services and markets, Dr.Punithavathy Pandian, Vikas • Financial Markets and services, Appannaiah, Reddy and Sharma, HPH • Indian Financial System, Ramachandra and others, HPH • Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition. • Financial services, Thirpati, PHI. • Financial Markets & Services, Vasanth desai, Himalaya. 					



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COMMON COURSE STRUCTURE

- | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers.• Management of Financial Services ,C.Rama Gopal ,Vikas. |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Online Learning Resources:

https://ebooks.lpude.in/management/mba/term_3/DMGT512_FINANCIAL_INSTITUTIONS_AND_SERVICES.pdf

NPTEL :: Management - NOC:Financial Institutions and Markets

https://www.studocu.com/.../fims-lecture-notes-online



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- II Consumer Behaviour	L	T	P	C
21E00304b			4	0	0
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To explain concept of consumer behavior and different facets of consumer buying behavior • To enable to understand the impact of social-economic-demographic, psychological and cultural environmental factors on buying behavior • To educate in identifying types of market segments, strategies. • To describe consumer decision making process and consumerism concept. • To provide knowledge on consumer disputes redressal agencies and commission and consumer protection Act 1986. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand consumer behaviour and insights and dimensions of consumer behaviour. • Analyse and interpret the consumer behaviour and its relationship with different environment factors. • Gain knowledge on communication and consumer behaviour and various models of buyer behaviour. • Understand and describe consumer decision process pre –purchase and post purchase as well as repeat purchase behaviour. • Recognise the mechanism of consumer disputes redressal agencies and commissions, Consumer protection act, 1986. 					
UNIT – I		Lecture Hrs: 8			
Introduction to consumer behavior: Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions-consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.					
UNIT – II		Lecture Hrs: 12			
Social and Cultural Environment : Economic, Demographic, Cross Cultural and socio- cultural influences, Social Stratification, Reference Groups and family influences, personal influence					
UNIT - III		Lecture Hrs:12			
Communication and consumer behavior: Process, designing persuasive communication and diffusion of Innovations. Models of Buyer behavior- Howard –Sheth Model, EKB Model, Webster and Wind Model.					
UNIT – IV		Lecture Hrs:12			
Consumer decision process : High and Low Involvement, Pre-purchase processes, Purchase ,post purchase process, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.					
UNIT – V		Lecture Hrs:12			
Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues. Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission.					
Textbooks:					
<ul style="list-style-type: none"> • Schiff man , L.G and Kanuk L.L : Consumer Behavior, 8/e ,Pearson 					



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Reference Books:

- Ramesh Kumar : Consumer Behaviour (pearson Education)
- LeonG.Scistman & Leslie Leaserkarmal :Consumer Behaviour, PHI
- Suja R.Nair : Consumer Behaviour in Indian Perspective, Himalaya
- Subash Mehta : Consumer Behaviour, Tata McGraw Hill
- Rajjev Kumra : Consumer Behaviour, Himalaya

Online Learning Resources:

<https://www.studocu.com/.../consumer-behavior-lecture-notes>
<https://freevideolectures.com/course/3497/consumer-behaviour>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- II	L	T	P	C
21E00304c	Labour Laws and Legislations	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To explain overview of legal framework, evolution, labour legislations and its relevance to HRM. • To educate on various laws in India focusing on employment, working conditions, remunerations, industrial relations and social security. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Acquire knowledge on various labour related legislations. • Enables to capture the significant elements of laws to run an industry. • Investigate and draw valid points on labour related issues in an organisation. • Face labour issues in the organizations relating to employment, wages, relations, social security. 					
UNIT – I		Lecture Hrs: 8			
Legal frame work: evolution of labour laws in India – labour legislations – meaning, importance and relevance to HRM					
UNIT – II		Lecture Hrs: 12			
Legislations relating to employment and working conditions: Industrial employment (standing orders) Act, 1946 – Factories Act 1948 - contract labour (Regulation and abolition) Act 1970					
UNIT - III		Lecture Hrs:12			
Laws relating to remuneration: Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965					
UNIT – IV		Lecture Hrs:12			
Laws relating to industrial Relations : Industrial Disputes Act ,1947 - preventive and settlement machinery – trade unions Act, 1926 – workers participation in management					
UNIT – V		Lecture Hrs:12			
Laws relating to social security : Work men’s compensation Act,1923 – ESI Act, 1948 Employees provident fund and miscellaneous provisions Act,1952 - Maternity benefits Act,- 1961 Payment of gratuity Act, 1972					
Textbooks:					
<ol style="list-style-type: none"> 1. Industrial Relations and labour laws - Tripathi. P.C- Sultan chand and sons 2. Mercantile law – N.D. Kapoor - Sultan chand and sons 					
Reference Books:					
<ul style="list-style-type: none"> • Industrial Relations and labour laws - Sri Vastva – vikas publishers • Industrial Relations and laws in India – Agarwal LL • Industrial Relations and labour laws - Sinha & sinha, Oxford IBH • Legal aspects of business – Pillai.RSN& Bhagavathi (2011), Sultan chand and sons • Industrial Law- P.L.Malik, eastern book company 					
Online Learning Resources:					
https://www.instamojo.com/SudhirSachdeva/labour-laws https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&qs=n&form=QBRE&sp=-1&pq=labour+laws+and+legislations+lecture+videos&sc=1-43&sk=&cvid=F7903542C77744E1AE821FBDE885A330&ghsh=0&ghacc=0# https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&qs=n&form=QBRE&sp=-1&pq=labour+laws+and+legislations+lecture+videos&sc=1-					

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COMMON COURSE STRUCTURE

43&sk=&cvid=F7903542C77744E1AE821FBDE885A330&ghsh=0&ghacc=0#:~:text=https%3A//www.toppr.com/guides/legal%2Daptitude/labour%2Dlaws/labour%2Dlaws



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- II	L	T	P	C
21E00304d	Supply Chain Management	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To introduce supply chain concept, fundamentals and role of supply chain management in the economy. • To explain concept of distribution logistics system and supply chain management. • To make to identifying sourcing strategy in supply chain management world wide. • To educate on supply chain network, location models, optimization models • To impart knowledge on planning demand, inventory and supply • To describe inventory managing approaches, pricing and revenue management. • To provide knowledge on current trends in supply chain management. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • To define and describe basics of supply chain management, drivers of supply chain performance • To identify sourcing strategy in selection and negotiation with world wide suppliers. • To design a distribution logistics system and redesign location and optimization models and its impact on uncertainty on network design. • To schedule demand, inventory and supply in uncertainty conditions. • Determine the risk, pricing and revenue levels in different supply chain models. • Acquire knowledge on current trends in supply chain management. 					
UNIT – I		Lecture Hrs: 8			
Role of Distribution in Value discovery: Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Introduction - Supply Chain – Fundamentals –Evolution- Role in Economy -Importance - Decision Phases - Supplier-Manufacturer-Customer chain. - Enablers/Drivers of Supply Chain Performance.					
UNIT – II		Lecture Hrs: 12			
Strategic Sourcing : Outsourcing – Make Vs buy - Identifying core processes -Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.					
UNIT - III		Lecture Hrs:12			
Supply Chain Network - Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design – Network Design decisions using Decision trees.					
UNIT – IV		Lecture Hrs:12			
Planning Demand, Inventory And Supply - Managing supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management					
UNIT – V		Lecture Hrs:12			
Current Trends - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation.					
Textbooks:					
<ol style="list-style-type: none"> 1. D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003, 1st Edition. 2. G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan. 					



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COMMON COURSE STRUCTURE

Reference Books:
<ul style="list-style-type: none"> ▪ Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH. ▪ Supply chain management concepts and cases, Rhaul V. Altekar, PHI. ▪ Principles of Supply Chain Management – A balanced approach, Wisner, Leong, Tan, Cengage. ▪ Exploring Supply Chain – theory and practice, Upendra Kachru, excel. ▪ Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico.
Online Learning Resources:
<p>https://www.bing.com/search?q=supply+chain+management++lecture+videos&qsn&form=QBRE&sp=-1&pq=supply+chain+management+lecture+videos&sc=1-38&sk=&cvid=292D06330E7D445C822F887E8703978D&ghsh=0&ghacc=0#</p> <p>https://www.tutorialspoint.com/supply_chain_management</p> <p>https://www.bing.com/search?q=supply+chain+management+swayam&qsn&form=QBRE&sp=-1&pq=supply+chain+management+swayam&sc=1-30&sk=&cvid=435E6932DEC4418785D4B27B58FAE6B4&ghsh=0&ghacc=0#:~:text=Management%20%2D%20Swayam%20Prabha-,https%3A//swayamprabha.gov.in/asset/new_team/images/course_files/,-c%E2%80%A6C2%A0C2%B7%20PDF</p>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- III	L	T	P	C
21E00305a	Investment And Portfolio Management	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To present and discuss an overview of stock markets. • To explain concept of investment, process of investment. • To discuss framework of fundamental and technical analysis under security analysis • To impart knowledge on estimation and measurement of risk and return. • To explain process of valuation of different securities. • To describe the process of portfolio management process, theories, models to measure the performance of portfolio. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the overview of stock markets. • Acquire knowledge on process of investment, • Analyse the security under different types before investing in stocks. • Ascertain risk and return value of different securities and portfolio • Learn various portfolio theories, models to manage portfolio and maximise the portfolio returns. 					
UNIT – I		Lecture Hrs: 8			
Investment: Introduction to stock markets - objectives, Process of Investment, Investment and speculation.					
UNIT – II		Lecture Hrs: 12			
Fundamental Analysis & Technical Analysis: Framework of Fundamental analysis- Economic analysis, Industry analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Dow Theory.					
UNIT - III		Lecture Hrs:12			
Measurement of Risk and Return: Revenue Return and Capital appreciation, holding period – Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance– Beta .					
UNIT – IV		Lecture Hrs:12			
Valuation of Securities: Types of Securities - Approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation					
UNIT – V		Lecture Hrs:12			
Portfolio Management: Process of Portfolio Management, Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models.					
Textbooks:					
<ol style="list-style-type: none"> 1. Investment Management, V.K.Balla, S.Chand Company Ltd 2. Security Analysis and Portfolio Management ,Punithavathy Pandian, Vikas 					
Reference Books:					
<ul style="list-style-type: none"> • Investment Analysis and portfolio management, Chandra, Tata McGraw Hill . • Security Analysis Portfolio Management, Ranganatham & Madhumathi, Pearson Education. • Security Analysis and Portfolio Management, Sudhindra Bhat, excel. • Security analysis and portfolio management, Avadani, Himalaya publishers. 					



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COMMON COURSE STRUCTURE

- Investment analysis portfolio management, Frank Reilly & Brown, Cengage.
- Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai..
- Investment, Bodie, McGraw Hill Book Company.
- Investment Management ,Hiriyappa ,New Age Publications

Online Learning Resources:

https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf

<https://backup.pondiuni.edu.in/sites/default/files/investment%26portfolio-260214.pdf>

https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7002.pdf

<https://www.youtube.com/c/iit/search?query=securities%20and%20portfolio%20management>



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MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- III	L	T	P	C
21E00305b	Rural Marketing	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To explain the structure of Rural markets in India & Government role in promoting Rural Marketing. • To introduce rural marketing concepts focusing on rural consumer behavior. • To list and explain various government agencies for the development of Agricultural marketing in India. • To create awareness on agricultural credit and crop insurance information to rural marketing groups. • To explain the role of IT in rural marketing with case studies. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the structure of Rural markets in India & Government role in promoting Rural Marketing. • Learn rural marketing concepts focusing on rural consumer behavior. • Identify various government agencies, their roles and responsibilities for the development of Agricultural marketing in India. • Know the sources of agricultural credit and crop insurance information to rural marketing groups. • Know the role of IT in rural marketing with case studies. 					
UNIT - I		Lecture Hrs: 8			
Introduction to Rural marketing: Meaning, scope, definition, & importance, Rural versus Urban, mindsets, Growth of rural markets, Basic differences between rural, semi urban and urban markets. Classification of Rural Consumer based on economic status, profile of rural consumer, rural consumer behavior.					
UNIT - II		Lecture Hrs: 12			
Rural Marketing strategies: Product strategies, pricing strategies, distribution strategies, production strategies, Methods of sale, Hatha system, Private Negotiations, Quotations on samples, Dara Moghum sale Methods, Open Auction Method. Prevalence of Beoparis and Arahatis Rural Mandi's, APMC's etc					
UNIT - III		Lecture Hrs: 12			
Role of Government in the development of Agricultural Marketing : Government intervention in Marketing system, Role of agencies like, Council of State Agricultural Marketing Boards, (COSAMB), State trading, Cooperative Marketing, Types of Cooperative marketing societies, Cooperative Processing, National Agricultural Cooperative marketing federation (NAFED), National Cooperative Development Corporation (NCDC), Public Distribution Systems (PDS), Food Corporation of India, Directors of Marketing and Inspection (DMI), National institute of Agricultural Marketing (NIAM), Self help Groups (SHG's)					
UNIT - IV		Lecture Hrs: 12			
Agricultural Credit and Crop Insurance: Agricultural Credit Policy, Institutional Agreements for Agricultural Credit, Crop Insurance, Agricultural Insurance.					
UNIT - V		Lecture Hrs: 12			
Role of IT in Rural Marketing: Infrastructure, Importance & scope, Modern techniques for rural distribution, Case study of ITC's "e-choupal" Initiative					



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Textbooks:
Reference Books:
<ul style="list-style-type: none"> ▪ Rural Marketing : Environment, Problems and strategies –T.P. Gopalaswamy, Vikas Publishing house. ▪ Rural Marketing in India – K.S.Habeb Rahman ,Himalaya Publishers. ▪ Rural Marketing in India – R.V.Bedi , Himalaya Publishers ▪ Rural Marketing- Focus on agricultural inputs, Sukhpal singh , Vikas Publishing house. ▪ Integrated rural development – R.C.Arora , S.Chand & company
Online Learning Resources:
https://www.bing.com/search?q=rural+marketing+lectures&qs=n&form=QBRE&sp=-1&ghc=1&pq=rural+marketing+lectures&sc=7-24&sk=&cvid=7C1410AA2B1944E796CACED8ADC7A7D9&ghsh=0&ghacc=0# https://www.tutorialspoint.com/rural_marketing https://www.geektonight.com/rural-marketing



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Course Code	Specialization Elective- III	L	T	P	C
21E00305c	Performance Management	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To introduce performance management concept and distinguish performance management and Human resource management • To discuss the concept of mentoring , process, types and pitfalls • To explain coaching and counseling for performance improvement and steps involved in counseling process. • To discuss the uses of appraisal system and methods of appraisal • To impart knowledge on Learning Organization, approaches, sources and rewards, and compensation management. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand performance management concept and distinguish performance management and Human resource management • Learn the concept of mentoring , process, types and pitfalls. • Explain coaching and counseling for performance improvement and steps involved in counseling process. • Design and apply different appraisal systems in an organization. • prepare reward and compensation policy • determine factors influencing fringe benefits in the reward and compensation policy. 					
UNIT - I		Lecture Hrs: 8			
Introduction to Performance management : Concept -Performance management vs. performance appraisal--Performance management vs. Human resource management- Purposes- Significance .					
UNIT - II		Lecture Hrs: 12			
Mentoring and Monitoring: Concept of mentoring - Benefits of mentoring - Characteristics of mentor-Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance.					
UNIT - III		Lecture Hrs:12			
Coaching and counseling : Coaching for performance improvement -. Concept - Tips for effective coaching Counseling -Functions of counseling- Steps in counseling process					
UNIT - IV		Lecture Hrs:12			
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. Stock taking of potential- Appraisal for reward - Appraisal for recognition					
UNIT - V		Lecture Hrs:12			
Learning organization : Concept of learning organization- Learning approaches- Learning sources - Importance of learning-. Characteristics of learning organization- Reward and compensation Management - Concept and types of compensation- Objectives - Competitive compensation design - Fringe benefits- Objectives -Factors influencing fringe benefits - Types of fringe benefits					
Textbooks:					
<ol style="list-style-type: none"> 1. Performance Management, A.S.Kohli, T.Deb,Oxford. 2. Prem Chadha, Performance Management, McMillan. 					



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Reference Books:

- Performance Management, Bagchi, Cengage Learnings.
- Performance Appraisal and Management, Sharma, Davinder, HPH
- Performance Management, Herman, Aguinis, Pearson Education.
- Performance Management and Appraisal Systems, T.V.Rao, Response.
- Performance management, Kandula, PHI.
- 360 Degree Feedback and Assessment and Development Centres, T.V.Rao, Excel.
- Performance Management, Dinesh k.Srivatsava, Excel

Online Learning Resources:

NPTEL :: Management - NOC:Performance and Reward Management
https://www.tutorialspoint.com/performance_management



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Course Code	Specialization Elective- III	L	T	P	C
21E00305d	Enterprise Resource Planning	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To provide the overview of Enterprise Resource Planning, ERP Implementation and Maintenance, business modeling, Business Process Re-engineering (BPR). • To discuss the concept of business intelligence system mentoring , process, types and pitfalls . • To explain ERP modules in various functional areas in an organization. • To discuss the ERP implementation , its life cycle, process . • To impart knowledge on ERP products and their impact on enterprise applications. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand overview of Enterprise Resource Planning, ERP Implementation and Maintenance, business modeling, Business Process Re-engineering (BPR). • Learn the concept of business intelligence system mentoring , process, types and pitfalls . • Explain ERP modules in various functional areas in an organization. • Know the implementation of ERP, its life cycle, process, ERP project teams and • Gain knowledge on ERP products and their impact on enterprise applications. 					
UNIT - I		Lecture Hrs: 8			
Introduction to ERP: Overview of ERP,MRPI, MRPII and Evolution of ERP, Business Modeling, ERP related technologies, Business PROCESS Re-engineering (BPR) – BPR Process, Myths regarding BPR, ERP Architecture.					
UNIT - II		Lecture Hrs: 12			
Business Intelligence Systems- Data Mining, Data Warehousing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP)					
UNIT - III		Lecture Hrs:12			
ERP Modules : Finance Controlling, Accounting System, Manufacturing and Production Systems. Sales and Distribution Systems, Human Resource Systems. Plant Maintenance System, Material Management System, Quality Management System,.					
UNIT - IV		Lecture Hrs:12			
ERP Implementation: ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project teams, ERP operation and Maintenance					
UNIT - V		Lecture Hrs:12			
ERP Products: SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications					
Textbooks:					
<ol style="list-style-type: none"> 1. Enterprise Resource Planning, Singla, Cengage Learnings. 2. Enterprise Resource Planning, Mahadeo Jaiswal & Ganesh Vanapalli, Macmillan 					
Reference Books:					
<ul style="list-style-type: none"> ▪ Enterprise Resource Planning, Alexis Leon, TMH. ▪ Enterprise Resource Systems,Motiwalla,Pearson. ▪ ERP in practice, Jagan Nathan Vaman, Tata Mc.GrawHill. ▪ Enterprise Resource Planning and MIS,Venugopal Rao, Excel. ▪ ERP concepts & Practice,Vinod Kumar Kard arid NK Venkata Kristean, PHI. ▪ Concepts in ERP ,Monk,2/e Thomson. 					



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COMMON COURSE STRUCTURE

- Managerial Issues of ERP, David L.Olson , TMH

Online Learning Resources:

<https://www.coursera.org/.../enterprise-resource-planning>

<https://www.bing.com/search?q=enterprise+resource+planning+lectures+epatasala&qs=n&form=QBRE&sp=-1&pq=enterprise+resource+planning+lectures+epatasala&sc=0-47&sk=&cvid=40E6DC39DB2E48D69A7B9979FB33D00A&ghsh=0&ghacc=0#>



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Course Code	Specialization Elective- IV	L	T	P	C
21E00306a	Auditing And Taxation	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To explain basic concepts of Audit and Income Tax structure and computation of income • To impart knowledge on company audit and audit programme • To teach qualifications, duties and rights of a company auditor and procedure to prepare an audit report. • To provide introduction to Income tax in India and concepts of Income tax. • To explain direct and indirect tax focusing basic concepts of GST Act and GST rates in India. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand meaning of audit, types and basic principles of Audit. • Know the importance of company audit, audit programme and commencement of new audit. • Acquire knowledge on qualifications to appoint auditor and rights and duties as a company auditor. • Prepare company audit report. • Differentiate direct and indirect taxes, basic concepts of income tax and computational procedure of Income tax. • Understand meaning of GST, regulatory framework of GST, features and GST rates in India. • Classify different goods and services falling under various tax slab rates. 					
UNIT - I		Lecture Hrs: 8			
Introduction to Auditing : Definition, objective of Audit, Advantages and limitation of audit, Types of Audit - Basic Principles of governing audit. Vouching - Meaning and significance.					
UNIT - II		Lecture Hrs: 12			
Company Audit : Introduction to Company Audit - Audit programme- Audit note book - working papers - Commencement of new audit.					
UNIT - III		Lecture Hrs:12			
Auditors eligibility and audit report: Qualifications, disqualifications appointment and removal of company auditor. Duties and rights of a company auditor - Preparation of an audit report					
UNIT - IV		Lecture Hrs:12			
Direct and Indirect Taxes : Features and History of Income Tax in India – Definitions and Basic Concepts of Income Tax: Assesse- Assessment Year – Previous Year – Person – Residential Status : Meaning of Residential Status – Conditions applicable to an Individual Assesse –Problems on computation of Total Income of an Individual based on Residential Status.					
UNIT - V		Lecture Hrs:12			
Introduction to GST Act : Meaning and definition of GST -Objectives of GST- Regulatory framework of GST - Scope of GST- Key features and Benefits of GST- GST rates in India.					
Textbooks:					
1. A Hand book on Practical Auditing- B.N. Tondan, S Chand Publishers					



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Reference Books:

- Income Tax Law and Practice: V.P. Gaur & D.B Narang, Kalyani Publishers
- Income Tax: B.B. Lal, Pearson Education
- Taxation: R.G. Saha, Himalaya Publishing House Pvt. Ltd.
- Taxation Law and Practice: Balachandran & Thothadri, PHI Learning

Online Learning Resources:

<https://swayam.gov.in/auditing&taxation>
<https://onlinecourses.nptel.ac.in/auditing>
<https://revisioncube.com/lectures/taxation>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- IV	L	T	P	C
21E00306b	Advertising And Sales Promotion Management	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To explain basic concepts of advertising, types of advertisement, • To describe objective, functions of advertisement agencies, their services and client –agency relationship. • To infuse knowledge on advertising budgets and ways to make effective budgets. • To introduce concept of Sales promotion, consumer promotion and impact of sales promotion and preparation of sales promotion budgets. • To elucidate the importance of publicity and public relations, role and functions of Public relations officer (PRO) in an organization. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand concepts of advertising, types and department of advertising • Organize advertisement with advertisement agencies , their functions, role and responsibilities. • Prepare advertisement budget , decision models, measures the effectiveness of budgets • Acquire knowledge on sales promotion, consumer promotion and the impact o sales. • Know the power of publicity and public relations in promoting sales, the process of public relations and roles and functions of PRO. 					
UNIT - I		Lecture Hrs: 8			
Advertising: Meaning, Role of advertising, types of advertisement, industrial, institutional, retail, trade and professional, marketing mix, Advertising department and advertisement manager.					
UNIT - II		Lecture Hrs: 12			
Organizing for Advertising: Objectives and functions - Role and functions of advertisement agencies. Advertising agency and services, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.					
UNIT - III		Lecture Hrs:12			
Advertisement budgets and effectiveness: Types, optimal expenditure, decision models, sales response and decay, competitive share, Pre-testing, post testing, experimental designs.					
UNIT - IV		Lecture Hrs:12			
Sales Promotion: Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.					
UNIT - V		Lecture Hrs:12			
Publicity and public relations: Scope and importance. Methods of publicity, Power of Publicity , advantages and disadvantages of Publicity, Process of Public relations- Marketing public relations functions; Public relations officer- role and functions.					
Textbooks:					
<ol style="list-style-type: none"> 1. Advertising & Promotion : George E.Belch, THM 2. Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage 					
Reference Books:					
<ul style="list-style-type: none"> ▪ Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson. 					



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COMMON COURSE STRUCTURE

- Integrated Advertising, Promotion and Marketing Communications, Kruti shah, Alon D'Souza, TMH.
- Advertising & Sales Promotion, SHH Kazmi, Satish Batra, Excel.
- Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage.
- Advertising Management, Jethwaney, Jain, Oxford.
- Contemporary Advertising, Arens, TMH.
- Advertising, Sales and Promotion Management, S.A.Chunawalla, Himalaya.
- Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill

Online Learning Resources:

<https://www.udemy.com/course/advertising-and-sales-promotion>
<https://www.docsity.com/en/lecture-notes/management/advertising>



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Course Code	Specialization Elective- IV	L	T	P	C
21E00306c	Knowledge Management	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To explain basic concepts of Knowledge Management(KM). • To give essentials of KM, organizational knowledge types. • To discuss road blocks to successful implementation of KM and Information Architecture for KM. • To infuse significance of Information Technology in Knowledge Management systems, and bench marking for KM. • To introduce concept of Sales promotion, consumer promotion and impact of sales promotion and preparation of sales promotion budgets. • To make clear future of KM in manufacturing and service industry. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand concepts of Knowledge Management, techniques of KM, relationship between Knowledge and Wisdom. • Identify types of knowledge in any organization, knowledge life cycle, process and conversion of knowledge. • Know road blocks to successful implementation of KM and Information Architecture for KM. • Grasp the significance of information technology in KM, and bench marks in KM. • Deduce the future of KM particularly in manufacturing and service sector. 					
UNIT – I		Lecture Hrs: 8			
Introduction to KM: Definition, scope and significance of Knowledge Management, Principles of Knowledge Management, Techniques of Knowledge Management, Data- Information-knowledge-Wisdom relationship.					
UNIT – II		Lecture Hrs: 12			
Essentials of Knowledge Management: Basic types of Knowledge management, Organizational Knowledge Management - Organizational knowledge types- Knowledge Life cycle- Organizational knowledge sources- process, Knowledge Conversion					
UNIT – III		Lecture Hrs:12			
Implementation of Knowledge Management: Discussion on Roadblocks to success,10-step KM Road Map of Amrit Tiwana, Information Architecture: A three- way Balancing Act, KM,					
UNIT – IV		Lecture Hrs:12			
Knowledge Management and Information Technology: Role Information Technology in Knowledge Management Systems, E-commerce and Knowledge Management, Bench marking and Knowledge Management					
UNIT – V		Lecture Hrs:12			
Future of Knowledge Management and Industry perspective: Knowledge Management in Manufacturing and service industry, future of Knowledge Management.					
Textbooks:					
<ol style="list-style-type: none"> 1. Knowledge Management, Sudhir Warier: Vikas Publishing House. 2. Web Warehousing & Knowledge Management, Mattison: Tata McGraw-Hill. 					
Reference Books:					
<ul style="list-style-type: none"> • Knowledge management: An Evolutionary view, Becerra Fernandez: PHI. 					



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COMMON COURSE STRUCTURE

- Knowledge Management, Fernando: Pearson.
- Knowledge Management, B.Rathan Reddy: Himalaya.
- Knowledge Management, Tapan K Panda: Excel.
- Knowledge Management systems, Barnes: Cengage.
- The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.
- Knowledge Management, Sislop: Oxford University Press,.
- Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind
- Knowledge management, A Thothathri Raman, Excel books

Online Learning Resources:

[https://www.coursera.org/courses?query/knowledge management](https://www.coursera.org/courses?query/knowledge%20management)
[https://www.udemy.com/course/knowledge management](https://www.udemy.com/course/knowledge-management)
<https://freevideolectures.com/course/4750/nptel-knowledge-management>
https://onlinecourses.nptel.ac.in/noc20_mg40/preview



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Course Code	Specialization Elective- IV	L	T	P	C
21E00306d	Data Visualisation & Analytics	4	0	0	4
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To explain the significance of data, basic concepts of Data Visualization(DV). • To give knowledge on dashboard designing, data discovery, exploration, bid data lake and pitfalls of data visualization. • To familiar with DV techniques and procedure to create, add and edit features for effective visualization of data. • To impart knowledge on Data Visualization Tools focusing on TABLEAU, Power BI and Qlikviews. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand importance of data, analyzing, reasoning about data through visualizations. • Study more insights of the data for effective decision making. • List out properties of DV, goals, functions and framework of DV. • Gain knowledge on dashboard designing, data discovery, exploration, bid data lake and pitfalls of data visualization • Acquire knowledge on DV tools TABLEAU, Power BI and Qlikviews to explore meaningful and insightful information in the data. • Compare and contrast TABLEAU, Power BI and Qlikviews. 					
UNIT – I		Lecture Hrs: 8			
Introduction: Data Visualization Definition, Graphics and Computing, History of Data Visualization, Analyzing Milestone Data, Goals of DV, Functions of Data Visualization, Framework of Data Visualization, Stages of Data Visualization, Properties of Data Visualization					
UNIT – II		Lecture Hrs: 12			
Dashboard: Design principles, Dashboards, SOC Dashboard, Data Discovery and Exploration, Data requirements for visualization, Big Data Lake, Pitfalls of Datavisualization.					
UNIT – III		Lecture Hrs:12			
Data Visualization Techniques & Visualization data: Creating a Scatterplot, Adding regression line to the scatter plot, plotting categories, Labelling the graph, Legend Layouts, creating a facet, theming, Creating bar charts, Violin plots, density plots, Basic Graphics, the grammar of Graphics & ggplot 2 package (using qplot (), using Geometrics, facets, scaling, Themes and other graphics Transformation), figures with multiple plots.					
UNIT – IV		Lecture Hrs:12			
Data Visualization Tool: Tableau, Getting started with Tableau, Creating basic charts, Creating common visualizations • Creating dashboard layouts, Using dashboard filters, Creating calculated fields and measures • Using Quick Tablecalculations.					
UNIT – V		Lecture Hrs:12			
Data Visualization Tools: Power BI & Qlikview: Getting started with Power Bi- Uploading data to Power BI-Introducing Quick Insights-Introduction to reports- Introducing Visual Interactions-Decorating the report -Saving the report-Pinning a report-Filtering a report – Introduction to Qlikview – difference between Qlik, PowerBI & Tableau					



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Textbooks:

1. Cole Nussbaumer Knaflic, “Storytelling With Data: A Data Visualization Guide for Business Professionals”, Wiley publications
2. Kieran Healy , “Data Visualization - A Practical Introduction”, Princeton University Press.
3. Scott Berinato , “Good Charts: The HBR Guide to Making Smarter, More Persuasive Data Visualizations”, 2016.,
4. Claus O. Wilke, “Fundamentals of Data Visualization”, O'Reilly Media, Inc.

Reference Books:

- Anderson, Melissa. 2017. “Data Visualization and the 9 Fundamental Design Principle.
- Alberto Ferrari & Marco Russo, “Introducing Microsoft Power BI”, Microsoft press, ISBN: 978-1-5093-0228-4

Online Learning Resources:

<https://www.datavis.ca/papers/hbook.pdf>
<https://cs.stanford.edu/degrees/phd/cs300/jeffrey-heer.pdf>
http://byrneslab.net/classes/biol607/readings/Friendly_2008_dataviz_history.pdf
<http://euclid.psych.yorku.ca/www/psy6135/lectures/History-2x2.pdf>
<https://online.hbs.edu/blog/post/data-visualization-techniques>
http://www.ajtmr.com/papers/Vol11Issue1/Vol11Iss1_P4.pdf
https://www.sas.com/content/dam/SAS/en_us/doc/whitepaper1/data-visualization-techniques-106006.pdf
https://datos.gob.es/sites/default/files/doc/file/data_visualization_tool_report.pdf
<https://creconline.org/wp-content/uploads/2016/10/Data-Visualization-with-Tableau-Presentation.pdf>
https://wmich.edu/sites/default/files/attachments/u1158/2019/Tableau%20WMU_2.pdf
<https://ecampusontario.pressbooks.pub/app/uploads/sites/73/2019/02/Tableau-tutorial.pdf>
<https://www.mukpublications.com/resources/sma%20v25-1-18-final.pdf>
https://cedar.princeton.edu/sites/g/files/toruqf1076/files/media/introduction_to_tableau_training_0.pdf
<https://smetricinsights.com/wp-content/uploads/2021/03/Tableau-VS-QlikView-VS-Power-BI-2019-Update.pdf>



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Course Code	General Elective- II (MOOCS)	L	T	P	C
21E00307a	Entrepreneurship Development	2	0	0	2
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To educate in preparation of business plan, contents and effective presentation of business plan. • To explore and Generate new business opportunity, • To explain and discuss strategies for Decisions under Uncertainty and environment instability, Risk Reduction strategies, Market scope strategy & Imitation strategies • To educate on Women entrepreneurship focusing on Rural Entrepreneurship and Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Undertake new business ventures with new creative business plan models, contents and effective presentation of business plan. • To apply various strategies for decisions under different scenarios to reduce risk. • Analyse challenges faced by Women entrepreneurship focusing on Rural Entrepreneurs • Know the need of Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur with case studies. 					
UNIT – I		Lecture Hrs: 4			
Nature and Forms of Entrepreneurship: Features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. 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.					
UNIT – II		Lecture Hrs: 6			
Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & preparation of DPR (detailed project report).					
UNIT – III		Lecture Hrs:6			
Aspects of the Entrepreneurship: Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Technology and business incubators.					
UNIT – IV		Lecture Hrs:6			
Entrepreneurial Strategy: Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental instability - Risk Reduction strategies, Market scope strategy- Imitation strategies					
UNIT – V		Lecture Hrs:6			
Women and Rural Entrepreneurship and EDPs: Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO's – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.					
Textbooks:					
1. The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.					



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2. Entrepreneurship Development & Small Business Enterprises – Second Edition, Poornima M.Charantimath , Pearson
Reference Books:
<ul style="list-style-type: none"> • Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, . • Fundamentals of Entrepreneurship, H. Nandan, PHI. • Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH. • Entrepreneurship – New venture Creation, Holt, PHI. • Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson. • Entrepreneurship, Roy, Oxford.
Online Learning Resources:
<p>https://www.tutorialspoint.com/entrepreneurship_development</p> <p>https://swayam.gov.in ----Entrepreneurship Development</p> <p>https://leverageedu.com/blog/entrepreneurship-development</p>



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Course Code	General Elective- II (MOOCS) PROJECT MANAGEMENT	L	T	P	C
21E00307b			2	0	0
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To explain communication concepts • To develop the students' competence in communication at an advanced level. • To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand the communication concepts and • Improve communication and competence skills • Obtain and apply proficiency in business communication at the workplace and professional contexts. 					
UNIT – I		Lecture Hrs: 4			
Project management: meaning of project, project management, nature of projects , project management system, project life cycle , project management process.					
UNIT – II		Lecture Hrs: 6			
Project analysis : types of analysis –technical analysis, economic analysis, financial analysis , sensitivity analysis, social analysis, institutional analysis					
UNIT – III		Lecture Hrs:6			
Organizing system and processor for project implementation: working of system, design of system, project work system design, work breakdown structure , project execution plan , project procedure manual					
UNIT – IV		Lecture Hrs:6			
Project risk management: Concept of risk , five stage process in risk management , types of risks , Project risk management – an integrated approach Project risk analysis and management (PRAM)					
UNIT – V		Lecture Hrs:6			
Monitoring and control: meaning of project monitoring , activities to monitor: project control, the essents of control, post evaluation approach: project benefit monitoring and evaluation-difference between monitoring and evaluation, project benefit monitoring methods :PBM methods-PBM reports-scheduling PBM activities-project completion-impact evaluation					
Textbooks:					
1. Project management: vasant desai,Himalaya publishing house,edition 2008.					
Reference Books:					
1. Project management: jack gido, penna state university,edition 2007.					
2. Project management : s. chowdary publishers,copyrights1998,by mcgraw hill education pvt ltd.					
3. Project management : jeffie k .pinto ,Indian edition ,published by dorling Kindersley india pvt ltd 2009.					
4. Project planning scheduling & control: james p .lewis, tata mcgraw hill education pvt ltd.Third edition 2009					
Online Learning Resources:					



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<https://archive.nptel.ac.in/project management>

<https://aims.education/project-management-lecture-notes>

<https://www.coursera.org/courses?query/project management>



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Course Code	General Elective- II (MOOCS)	L	T	P	C
21E00307c	BUSINESS ETHICS AND CORPORATE GOVERNANCE	2	0	0	2
Semester		III			
Course Objectives:					
<ul style="list-style-type: none"> • To introduce concept of business ethics, corporate ethics, theories, models and approaches for decision making and ethics in competitive business. • To Explain role of ethics in business competition. • To make clear on ethical aspects in various functional areas in the organizations. • To impart knowledge on Corporate Governance, structure, theories, philosophies and Corporate Social Responsibility (CSR). 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand concepts of business ethics, corporate ethics, theories, models and approaches for decision making and ethics in competitive business. • Recognize the role of ethics in business competition. • Learn and apply ethical aspects in various functional areas in the corporate business. • Know Corporate Governance, structure, theories, philosophies and Corporate Social Responsibility (CSR). • Classify the stakeholders in CSR and correlate CSR with ethical aspects of business. 					
UNIT – I					Lecture Hrs: 4
Business Ethics:- Ethics meaning, need, scope, nature, importance, functions, need and purpose of business ethics, approaches to business ethics, source of ethical knowledge for business. Evolution of business ethics, Ten popular myths about business ethics, ethical dilemmas ,code of conduct in business, some major unethical business practices.					
UNIT – II					Lecture Hrs: 6
Theories of ethics :- Ethical approaches, modern decision making, ten amendments , Aristotle theory of Golden mean, theory of consequentialism, Right Albert Carr’s theory of business ethics, W.D Ross seven prima facie duties(rules); Concept of Justice – Types of justice ; Indian Ethos: Advaita vedanta (Shankara), Visishtadvaita Philosophy (Ramanuja), Gandhian Ethics, Ethics of Bhagavat githa, Moral standards in Indian Ethics.					
UNIT - III					Lecture Hrs:6
Ethical aspects in Organization:- Ethics issues in marketing and advertisement, Ethical issues in finance and accounting, Ethical issues in HRM, Production and operations management, information technology, Combating frauds, Cyber crime, Whistle blowing., professional ethics and human values, Decision making and types of business companies, Josephson’s six Pillars of Character and Business Decision making,					
UNIT - IV					Lecture Hrs:6
Corporate Governance:- Purpose- Theories and Philosophies of Corporate Governance, Nature, Characteristics and purpose of corporate governance, Theories of corporate governance, Principles, corporate governance codes and practices. Share holders- Rights and Protection, issues in corporate governance, The Emerging Trend in corporate governance.					
UNIT - V					Lecture Hrs:6



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CSR(Corporate Social Responsibility):- Needs, types and nature of social responsibilities, history and evolution of corporate governance in India, Salient features, Structure and Standards of corporate governance in India, Models of corporate governance

Textbooks:

1. Business Ethics and Corporate Governance –A.C. Fernando, PearsonEducation.

Reference Books:

- “Perspectives in Business Ethics”, Laura P Hartman, Tata McGrawHill.
- Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas
- Bob Tricker, Corporate Governance, Oxford.
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
- Business Ethics -Concepts and Cases, Weiss, Cengage.
- Business Ethics, Himalaya, C.S.V. Murthy.
- Ethical Management, Satish Modh, Mcmillan.

Online Learning Resources:

<https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf>
https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1503.pdf
<https://www.bimkadapa.in/materials/BECG%20-5-UNITS-PDF.pdf>
https://www.augstskola.lv/upload/CSR%20book_FINAL_01.2020.pdf
<https://www.himpub.com/documents/Chapter2975.pdf>
<https://www.icsi.edu/media/webmodules/publications/EGAS-Final.pdf>



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Course Code	Business Simulation Lab	L	T	P	C
21E00308			0	0	2
	Semester	III			
Course Objectives:					
<ul style="list-style-type: none"> • To expose the students to learn various online/ offline gathering of the data • To understand various statistical tools including Excel • To help the students to visualize using various tools including Excel • To train them into their functional domains Marketing, Finance and HR • To understand the basic data base system of MS Access 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • To familiarize Students with basic to intermediate data gathering skills for using various tools • To provide students hands on experience on various statistical Utilities • To gain proficiency in creating solutions for Data Management and Reporting 					
UNIT – I		Lecture Hrs: 4			
Gathering the data (Using Online/Offline)					
Create questioner of Marketing/HR/revenant management stream – gathering primary data - Entering online survey data into excel – sorting and filtering the required shape – Colleting and entering the secondary data (Financial data/ balance sheets/stock data/ mutual fund data/Insurance Data)					
UNIT – II		Lecture Hrs: 6			
Statistical Analysis (Using Excel / SPSS / R-studio Open-Source Online tools)					
Formulation of Hypothesis - Statistical Calculation of Uni Variable - Bi Variable – Multi variable – interpretation of the result					
UNIT – III		Lecture Hrs:6			
Visualization of Data (Using Excel/Power Bi/ Tableau Public/Other Open Source Visualization tools)					
Introduction Charts –Rules for Creating Charts- Labels- Title of the chart- Axis of the chart- Quick Layout- switch to row to column -changing the data – different types charts					
UNIT – IV		Lecture Hrs:6			
Database Creation : Data base creation in HR,FINANCE & MARKETING , Creating Sales Database – filtering the data – Create models using marketing data – Creating HR Data base – create model for HR data - Calculations of NPV, IRR					
UNIT – V		Lecture Hrs:6			
Introduction to MS- Access & SPSS: Overview of MS Access – getting started – tables – primary key – over view ribbon – creating data base . Overview of SPSS- Data entry and analysis – main features of SPSS Packages					
Textbooks:					
1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press.					
Reference Books:					
<ul style="list-style-type: none"> • David Whigham “Business Data Analysis Using Excel” Oxford University Press. • Winstion “Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited. • Bajpai “Business Statistics” Pearson. • D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel Books. 					



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Online Learning Resources:

<https://www.coursera.org/courses?query=microsoftexcel> <https://onlinecourses.nptel.ac.in>
<https://swayam.in/Advanced-excel>
<https://swayam.in/spss-lectures>



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Course Code	Experimental Learning Project	L	T	P	C
21E00309			0	0	2
	Semester	III			
<p>Experiential learning project is a multifaceted assignment that serves as a group academic and intellectual experience. Students are required to take up a mini project work, in which the student or a team of maximum four students can choose any specific problem of Industry / Industry based project work / social problem that interests them. Student or team need to conduct research on the subject, maintain a portfolio of findings or results, create a final product demonstrating their learning acquisition or conclusions (as a paper, short film, or multimedia presentation), and give an oral presentation before the Project Review Committee consisting of Head of the Department, supervisor/mentor and two other senior faculty members of the department</p>					



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Course Code	Specialization Elective - V	L	T	P	C
21E00401a	Financial Derivatives	4	0	0	4
Semester		IV			
Course Objectives:					
<ul style="list-style-type: none"> • To give an overview of Financial Derivatives, growth, types of derivatives. • To Explain fundamental linkages between spot & derivative markets. • To infuse knowledge on functioning and types of future and forward markets. • To explain the concepts of Options, strategies, and its pricing models. • To give an understanding on Swaps, types of Swaps and Credit Risk involved in Swaps. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand concepts of Derivative, and types of derivatives • Recognize the inter relationship of Spot & derivative markets. • Learn the functioning of utue and forward markets. • Know the concepts of Options, strategies, and its pricing models. • Aware of types of swaps in reducing risk. 					
UNIT – I		Lecture Hrs: 8			
Introduction to Derivatives : Development and Growth of Derivative Markets, Functions of Derivative markets - Types of Derivatives – Participants in Derivatives Markets - Financial Vs Derivative markets - Fundamental linkages between spot & Derivative Markets, Role of Derivatives Market in India, uses and misuses of derivatives.					
UNIT – II		Lecture Hrs: 12			
Future and Forward Market: Meaning of Forwards and Futures, Mechanics of Buying & Selling Future: Order flows – setting a futures position – Initial Margins – types of orders; Hedging Strategies Using futures: Short – Long – Basis Risk – Hedge Ratio.					
UNIT - III		Lecture Hrs:12			
Options: Introduction to Options - Distinguish between Options and Futures – Participants in Options Market - Structure of Options Market, Types of Options, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black Scholes Merton Model - Factors affecting Option prices – Maximum & Minimum Option Price.					
UNIT – IV		Lecture Hrs:12			
Options Hedging Strategies : Types of Option hedging strategies: Protective Puts & Calls, Converted Calls, Spreads, Combinations – Delta Hedging. - Advanced Option strategies: Stock Index options – Currency Options – Interest Rate Options(Theory only).					
UNIT – V		Lecture Hrs:12			
Swaps: Introduction - Types of Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps (Theory only).					
Textbooks:					
<ol style="list-style-type: none"> 1. Risk Management Insurance and Derivatives, Dr. G. Kotreshwaar, HPH. 2. Financial Derivatives, Gupta, 1st Edition, PHI. 3. Fundamentals of futures and options market, John C Hull: Pearson Education. 					
Reference Books:					
<ul style="list-style-type: none"> • Financial Derivatives and Risk Management, OP Agarwal, HPH • Commodities and Financial Derivatives, Kevin, PHI 					



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- Fundamentals of Financial Derivatives, Swain.P.K, HPH
- Financial Derivatives, Mishra: Excel.
- Risk Management & Derivatives, Stulz, Cengage.
- Derivatives and Risk Management, Jayanth Rama Varma: TMH.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya

Online Learning Resources:

<https://www.udemy.com/course/financial-derivatives>
https://onlinecourses.nptel.ac.in/noc21_mg84/preview

<https://swayam.in/FinancialDerivatives>
<https://www.academia.edu>



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Course Code	Specialization Elective – V	L	T	P	C
21E00401b	Services Marketing	4	0	0	4
Semester		IV			
Course Objectives:					
<ul style="list-style-type: none"> • To give an understanding on Service Marketing, features, classification of services. • To make clear about customer expectations of service, types , factors influencing and issues in customer expectations of service. • Explain pricing and promotion strategies for services. • To describe and discuss service promotion strategies, implications and marketing communication mix in modern economy. • To impart knowledge on marketing plans for services. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand service Marketing, features, classification of services. • Learn the concept of customer expectations of service, types , factors influencing and identifies issues in customer expectations of service. • Know and setup monetary pricing objectives, pricing strategies into practice • Acquire knowledge on service promotion, strategies, implications and marketing communication mix in modern economy. • Formulate marketing plans, and understands planning process, allocation of resources and monitoring marketing planning. 					
UNIT – I		Lecture Hrs: 8			
Understanding services marketing: Introduction, Characteristics of services marketing mix, services in the modern economy, Classification of services, marketing services Vs. Physical services					
UNIT – II		Lecture Hrs: 12			
Customer Expectations of service: Service expectations, types of expectations, factors that influence customer expectations of service. Issues in involving customers service expectations, Customer defined service standards					
UNIT - III		Lecture Hrs:12			
Pricing & Promotion strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice.					
UNIT – IV		Lecture Hrs:12			
Service promotion: The role of marketing communication. Implication for communication strategies,, marketing communication mix.					
UNIT – V		Lecture Hrs:12			
Marketing plans for services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.					
Textbooks:					
<ol style="list-style-type: none"> 1. Services Marketing – Text and Cases, Rajendra Nargundkar, TMH. 2. Services Marketing—Integrating Customer Focus Across the Firm, Valarie A. Zeithaml & Mary Jo-Bitner: TMH. 					
Reference Books:					
<ul style="list-style-type: none"> • Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson. • Services Marketing – Concepts planning and implementation, Bhattacharjee, excel, 2009 					



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- Services Marketing, Srinivasan, PHI.
- Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford.
- Marketing of Services, Hoffman, Bateson, Cengage.
- Service sector Management, C. Bhattacharjee, Jaico.

Online Learning Resources:

<https://www.swayam.gov.in/explorer?category= ServicesMarketing>
https://onlinecourses.nptel.ac.in/noc20_mg12/preview
<https://www.studocu.com/.../services-marketing>



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Course Code	Specialization Elective – V	L	T	P	C
21E00401c	Organization Development	4	0	0	4
Semester		IV			
Course Objectives:					
<ul style="list-style-type: none"> • To introduce concept of Organization Development (OD), beliefs in OD and ethical issues in OD. • To Explain foundations of OD. • To make them clear on Action Research - OD. • To impart knowledge on interventions, classification of interventions . • To discuss power politics in OD and future of OD. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand concepts of Organization Development (OD). • Know foundations of OD. • Acquire knowledge on Action Research and OD. • Classify interventions at intergroup, third party level, and also structural interventions and comprehensive interventions. • Understand power politics in OD and the future of OD. 					
UNIT – I		Lecture Hrs: 8			
Organization Development –Definition – Characteristics - Contributory Stems, Values, Assumptions, Beliefs in OD - Ethical issues in OD.					
UNIT – II		Lecture Hrs: 12			
Foundations of OD- Systems Outlook- Third Wave Management and Organization Transformati					
UNIT - III		Lecture Hrs:12			
Diagnostic Process and Areas of Diagnosis –Action Research- As a Process and Approach- OD					
UNIT – IV		Lecture Hrs:12			
Interventions classification – Team Interventions – Intergroup Interventions- Third party peace making intervention, Structural Interventions- Comprehensive Interventions and Training Experience, Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning.					
UNIT – V		Lecture Hrs:12			
Consultant Issues – System Ramifications – Power politics in OD – Future of OD.					
Textbooks:					
<ol style="list-style-type: none"> 1. Organisation Development and Transformation, French, Bell & Zawacki, TMH. 2. Organization Development,French & Bell,Pearson 					
Reference Books:					
<ul style="list-style-type: none"> • Organisation Change and Development, Kavita Singh: Excel. • Organization Development, Daniel Robey & Steven Actman,Macmillan. • Organisation Development Change, Cummins & Worley, Thomson/Cengage. • Organisation Development Interventions& Strategics, S. Ramnarayan, T.v Rao & kuldeep singh, Response. 					
Online Learning Resources:					



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<https://mooc.es/course/organization-development>
https://onlinecourses.nptel.ac.in/noc20_mg56/preview
<https://swayam.in/OrganizationalDevelopment>



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Course Code	Specialization Elective - V	L	T	P	C
21E00401d	Data Communication And Network Analysis	4	0	0	4
Semester		IV			
Course Objectives:					
<ul style="list-style-type: none"> To Impart knowledge on concepts of Data Communication and Network Analysis, network security, privacy and data encryption. To introduce concepts of Network, general structure of Networks , types of analysis , layers, digital transmission. To explain and analyze different layers in Network focusing on Transportation layer, Session layer, presentation layer and application layers in data communication and network. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> Understand concepts of Data Communication and Network Analysis, network security, privacy and data encryption. Gain knowledge on general structure of Networks , types of analysis , layers, digital transmission. To explain and analyses different layers in Network focusing on Transportation layer, Session layer, presentation layer and application layers. 					
UNIT – I		Lecture Hrs: 8			
Introduction – General structure of Networks – ISO, OSI Reference Model. Hierarchical Network, connectivity analysis – delay analysis – local access Network design. Physical layer: transmission and multiplexing – digital transmission – circuit switching packet switching – terminal handling – error correction and error correcting codes.					
UNIT – II		Lecture Hrs: 12			
Data – link layer: simple protocols. Unrestricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.					
UNIT - III		Lecture Hrs:12			
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.					
UNIT – IV		Lecture Hrs:12			
Presentation layer: network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols					
UNIT – V		Lecture Hrs:12			
Application layer – distribution systems ISDN – Service & History, TCP/IP and Net Working and Internet working Derives.					
Textbooks:					
<ol style="list-style-type: none"> Understanding Data Communications & Networks, William A. Shay, Vikas. Data Communications and Net Working, Behrouz A. Forouzan, TMH 					
Reference Books:					
<ul style="list-style-type: none"> Data Communication and Computer Networks, Duck& Read, Person. Data Networks, Bertsekas & Gallages, PHI Computer Communications and Networking Technologies, Michael A. Gallo, Cengage 					
Online Learning Resources:					



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<https://swayam.gov.in/DataCommunicationandNetwork>

https://www.tutorialspoint.com/data_communication

<https://onlinecourses.nptel.ac.in/DataCommunication>



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COMMON COURSE STRUCTURE

Course Code	Specialization Elective – VI	L	T	P	C
21E00402a	International Financial Management	4	0	0	4
Semester		IV			
Course Objectives:					
<ul style="list-style-type: none"> • To present an overview of International Financial Management , nature , scope and importance. • To impart knowledge on Foreign Exchange Market, functions and structure , transaction and settlement mechanism. • To explain meaning of foreign exchange exposure , types of exposure and risk involved. • To discuss cross-border investment decisions , project evaluation techniques and risk involved in cross-border investment decisions. • To explicate financing decisions of MNCs and working capital management. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand an overview of International Financial Management , nature , scope and importance. • Acquire knowledge on Foreign Exchange Market, functions and structure , transaction and settlement mechanism. • Identify different types of foreign exchange exposure and risk involved. • Evaluate cross-border investment decisions using various project evaluation techniques and risk involved in cross-border investment decisions. • Know evaluation of financing decisions and factors influencing financing decisions. • Take decision on effective utilization of components of working capital. 					
UNIT – I		Lecture Hrs: 8			
Introduction to International Financial management: IFM meaning, Difference between FM & IFM, Nature, Scope, Importance.					
UNIT – II		Lecture Hrs: 12			
Foreign Exchange Market: Functions and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, .					
UNIT - III		Lecture Hrs:12			
Management of foreign exchange exposure and risk: Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure.					
UNIT – IV		Lecture Hrs:12			
Cross-border Investment Decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions.					
UNIT – V		Lecture Hrs:12			
Financing Decisions of MNC`s & Working Capital Management: Introduction, the cost of capital, capital structure, Cash management, management of receivables, Inventory management					
Textbooks:					
<ol style="list-style-type: none"> 1. International Financial Management, V.K.Bhalla ,S.Chand 2. International Financial Managemen, Ephriam Clark , Cengage. 					
Reference Books:					
<ul style="list-style-type: none"> • International Finance , Prakash .G.Apte, TMH • International Financial Management, T. Siddaiah: Pearson. • International Financial Management ,M.K.Rastogi • International Financial Management, S. Eun Choel and Risnick Bruce: TMH. 					



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- International Financial Management, Machi Raju, HPH.
- international finance management, Jeff Madura, Cengage.

Online Learning Resources:

https://online-degree.swayam.gov.in/dyp20_d02_s3_fm04/preview

<https://www.iimb.ac.in/InternationalFinacialManagement>

<https://nptel.ac.in/InternationalFinaincialManagement>



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COMMON COURSE STRUCTURE

Course Code	Specialization Elective – VI International Marketing	L	T	P	C
21E00402b			4	0	0
Semester		IV			
Course Objectives:					
<ul style="list-style-type: none"> • To present an overview of International Marketing , nature , scope and importance. • To discuss comparison of Domestic Vs International Marketing and the macro environmental factors of International Marketing. • To impart knowledge different strategies to enter in International Market. • To explain international product management with regard to new products, culture, brands at international levels. • To discuss international marketing channels and physical distribution of goods and grey market goods. • To explicate export policy decisions of a firm and EXIM policy of India, procedures involved in Exports and assistance and incentives from governments. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand an overview of International Marketing , nature , scope and importance. • Differentiate Domestic and International Marketing and the international environmental factors for Marketing. • Learn and know international product management with regard to new products, culture, brands at international market. • Identify international marketing channels and physical distribution of goods and grey market goods. • Know export policy decisions of a firm and EXIM policy of India, procedures involved in Exports and assistance and incentives from governments to enter in international market. 					
UNIT – I		Lecture Hrs: 8			
International Marketing: Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing.					
UNIT – II		Lecture Hrs: 12			
International Market Entry Strategies: Indirect Exporting, , Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.					
UNIT - III		Lecture Hrs:12			
International product management: International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.					
UNIT – IV		Lecture Hrs:12			
International Marketing 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, Grey Market goods.					
UNIT – V		Lecture Hrs:12			
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.					
Textbooks:					



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1. International Marketing, Michael R.Czinkota, Likka A Ronkainen, Cengage .
2. Global marketing Management , Keegan, Green, 4/e, Pearson

Reference Books:

- International Marketing Analysis and Strategy, Sak Onkvisit, John J. Shaw, PHI.
- International Marketing, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH.
- International Marketing, Vasudeva PK, excel.
- Global Marketing, Management, Lee, Carter, Oxford.
- International Marketing and Export management, Albaum , Pearson Education.
- Global Marketing, Johansson, TMH.
- Integrated Marketing Management – Text and Cases, Mathur, Sage.

Online Learning Resources:

https://onlinecourses.nptel.ac.in/noc22_mg50/preview
<https://www.iimb.ac.in/InternationalMarketing>
<https://www.swayam.gov.in/InternationalMarketing>



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Course Code	Specialization Elective – VI	L	T	P	C
21E00402c	Global Human Resource Management	4	0	0	4
Semester		IV			
Course Objectives:					
<ul style="list-style-type: none"> • To explain concept of Global Human Resource Management (GHRM) and issues & Challenges involved in GHRM. • To discuss comparison of HRM Vs GHRM and the global environmental factors of GHRM and cross cultural research methodologies. • To impart knowledge on global staffing and compensation practices and differences in HCNs, PCNs and TCNs. • To discuss appraisal, training & development at Global perspective level. • To elucidate global industrial relations and people management globally. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand an overview of concept of Global Human Resource Management (GHRM) and issues & Challenges involved in GHRM. • Differentiation on HRM Vs GHRM and the global environmental factors of GHRM and cross cultural research methodologies. • Learn concept of global staffing and compensation practices and differences in HCNs, PCNs and TCNs. • Know appraisal, training & development methods at Global perspective level. • Gain knowledge on global industrial relations and people management globally. 					
UNIT – I		Lecture Hrs: 8			
Global Human Resource Management concept , expanding role – Global issues and challenges, Differences between Domestic HRM and GHRM.					
UNIT – II		Lecture Hrs: 12			
Social and Cultural Variables in Global Organizations – Cross Cultural Differences – Cross Cultural Research Methodologies – Hofetede’s Hermes Study, Cultural Issues.					
UNIT - III		Lecture Hrs:12			
Global staffing and Compensation Practices – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for global Assignment, Selection process- Expatriate and Repatriate. – Compensation- International Compensation structure, Differentiating HCNs, PCNs and TCNs.					
UNIT – IV		Lecture Hrs:12			
Appraisal and Training and development in the Global Perspective- Programs and Agencies– Performance management, Appraisal system – Training and development need, cross cultural training, Areas of international training and development.					
UNIT – V		Lecture Hrs:12			
Global Industrial Relations and People Management – Trade Unions, Collective bargaining, Disputes/Conflicts, Quality Circles and Participative Management.- USA – European Countries, Asian Countries and Middle East.					
Textbooks:					
<ol style="list-style-type: none"> 1. International Human Resource Management, Aswathappa, TMH. 2. International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage 					



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Reference Books:

- International Human Resource Management, Tony Edwards & Chris Rees, Pearson.
- Internal Human Resource Management, Rao P.L, Excel.
- International Human Resource Management, Subba Rao P, Himalaya.
- International Dimensions of Organizational Behaviour, Adler N.J, Kent.

Online Learning Resources:

https://onlinecourses.nptel.ac.in/noc22_mg50/preview
<https://www.swayam.gov.in/HumanResourceDevelopment>
<https://www.coursera.org/courses?query=human resource management>

https://www.tutorialspoint.com/human_resource_management



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COMMON COURSE STRUCTURE

Course Code	Specialization Elective – VI	L	T	P	C
21E00402d	Corporate Information Management	4	0	0	4
Semester		IV			
Course Objectives:					
<ul style="list-style-type: none"> • 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. • To explain IT planning and strategy analytical tools applied in corporate companies. • To impart knowledge on ways for extending the enterprise and designing hybrid governance models and business models . • To elucidate the IT alignments for managing it services, components of internet working infrastructure with new service models. • To discuss IT outsourcing in various dimensions and managing risk using outsourcing. • To provide knowledge on project management, new technological developments, technology cycle and the role of R&D technology development in employee creativity. 					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none"> • Understand broad outline of Information Technology and its application at corporate business units and the issues related to the IT management. • Learn IT planning and strategy analytical tools applied in corporate companies. • Identity the ways for extending the enterprise and designing hybrid governance models and business models . • Gain knowledge on IT alignments for managing it services, components of internet working infrastructure with new service models. • Know IT outsourcing in various dimensions and managing risk using outsourcing. • Acquire knowledge on project management, new technological developments, technology cycle and the role of R&D technology development in employee creativity. 					
UNIT – I		Lecture Hrs: 8			
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.					
UNIT – II		Lecture Hrs: 12			
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.					
UNIT - III		Lecture Hrs:12			
IT Alignments : Building the case for IT- leveraging infrastructure and creating options- Components of internet working infrastructures –Rise of internet working – business implications, Managing IT services : Availability facilities- uninterruptible power – Delivery- climate control – security – New service models.					
UNIT – IV		Lecture Hrs:12			
IT outsourcing - Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages- Outsourcing opportunities- Managing relationships with outsourcing agencies, 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.					
UNIT – V		Lecture Hrs:12			



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Project management: Project categories- Project management: stage in project – planning and controlling tools-Problems – Towards effective project management, Technology and innovation: Understanding technological developments- Technology cycles-. Creative idea generation- Employee creativity – R&D- Role in technology development.

Textbooks:

1. C,S,G,,Krishnamcaharyulu and Lalitha R. *Management of Technology*, Himalaya
2. Lynda M.Applegate, Robert D.Ausitn and F. Warren McFarlan, *Corporate Information strategy and Management*, TMH

Reference Books:

- Sanjiva Shnkar Dubey, IT strategy and Management, PHI.
- Parag Kulkarni IT strategy for Business, Oxford.
- V.K.Narayan, Managing Technology and Innovation for competitive Advantage, Pearson.
- C.K. Prahlad, The New Age of Innovation. TMH.

Online Learning Resources:

<https://www.udemy.com/course/corporateInformationManagement>

<https://www.studocu.com/CorporateInformationManagement>

https://onlinecourses.nptel.ac.in/noc22_mg50/preview

https://www.academia.edu/12011522/Corporate_Information_Strategy_and_Management



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COMMON COURSE STRUCTURE

Course Code	PROJECT WORK	L	T	P	C
21E00403		0	0	20	10
Semester		IV			
<p>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 shall initiate project work immediately after II semester and evaluation shall take place in IV semester.</p>					
Reference Books:					
<ul style="list-style-type: none"> • Business Essentials: <i>Research Project</i>, Viva. • Paul Oliver: <i>Writing Your Thesis</i>, Sage. • M.K.Rampal & S.L.Gupta: <i>Project Report Writing</i>, Paragon International. • Michael Jay Polonsky: <i>David S Waller: Designing and Managing a Research Project</i>, Sage. • Surendra Kumar: <i>An Aid to Project Work</i>, Paragon International. 					