

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MASTER OF BUSINESS ADMINISTRATION (MBA) R15

COURSE STRUCTURE AND SYLLABUS

I Year - II Semester

Category	Course Title	Int. marks	Ext. marks	L	P	C
Core Course I	HUMAN RESOURCE MANAGEMENT	25	75	3	-	3
Core Course II	MARKETING MANAGEMENT	25	75	3	-	3
Core Course III	FINANCIAL MANAGEMENT	25	75	3	-	3
Core Course IV	QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	25	75	3	-	3
Core Course V	MIS & ERP	25	75	3	-	3
Open Elective I	<ul style="list-style-type: none"> • FOREIGN TRADE • BANKING,INSURANCE & RISK MANAGEMENT • LOGISTICS & SUPPLY CHAIN MANAGEMENT • MSME MANAGEMENT 	25	75	3	-	3
Laboratory	ANNUAL REPORT ANALYSIS - LAB	50	-	-	2	2
Seminar	SUMMER INTERNSHIP - SEMINAR	50	-	-	2	2
Total Credits				18	4	22

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA II-Sem****HUMAN RESOURCE MANAGEMENT**

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

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

Unit-I:

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

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

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

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

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

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

Unit-II:

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

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

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

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

Case: The Reluctant Receptionist (Robert L Mathis P. No. 159)

Case: Accenture – Retaining for Itself (Robert L Mathis P. No. 193)

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

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

Unit-III:

Performance Appraisal and Training & Development of Employees – Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program – Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs .

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

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

Case: Just Another Job (Robert L Mathis P. No. 647)

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

Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671)

Case: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

Unit-IV:

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

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

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

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

Case: Benefiting Connie (Robert L Mathis P. No. 507)

Unit-V:

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

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

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

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

REFERENCES:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA II-Sem

MARKETING MANAGEMENT

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

Learning outcome:

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

Unit-I:

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

Case : Bata (Rajendra.P Maheshwari page no: 03)

Case : Mahindra Scooters (Arun Kumar page no: 89).

Case : Ready Meal Manufactures (Adrian palmer, page no: 70).

Case : Santoor –(Iamb Hair– page no : 238).

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

Unit-II:

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

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

Unit-III:

Designing a Customer Driven Strategy: Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy.

Case : (Segmentation) Zee TV (Iamb, Hair page no 212).

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

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

Case : (Positioning) Dalda (Arun Kumar page no:195).

Unit-IV:

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

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

Case : Nano Car (Iamb, Hair – page no:52)

Case : Indigo (Iamb, Hair – page no:356).

Case : TESCO (Adrian palmer page no : 388)

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

Case : Avon Cosmetics (Iamb, Hair Page no:497).

Case : Eureka (Arun – Page no: 711).

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

Unit-V:

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

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

REFERENCES:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA II-Sem

FINANCIAL MANAGEMENT

The students need Discounting Table and Annuity tables for the examination

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

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

Unit-I:

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

Unit-II:

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

Unit-III:

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

Unit-IV:

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

Unit-V:

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

REFERENCES:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA II-Sem****QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

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

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

Unit-I:

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

Unit-II:

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

Unit-III:

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

Unit-IV:

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

Unit-V:

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

REFERENCES:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA II-Sem

MANAGEMENT INFORMATION SYSTEM & ERP

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

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

Unit-I:

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

Case :MIS at Narayana Labs Ltd.

Case : Siba International and Functional Information System.

Case : Sigma Industries Limited (SIL)

Unit-II:

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

Case : Knowledge Management Systems at Anil Consultancy.

Unit-III:

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

Case: Planning of IS at Anoop & Company.

Case : Apollo Hospitals.

Case : Implementation of OLT at Deep College of Management and Technology.

Case : Effectiveness of MIS: A Case Study.

Unit-IV:

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

Case: System requirement specification: An illustrate case.

Case: MIS at XYZ Bank.

Case: Purchase order system: application case study.

Unit-V:

Introduction to Cyber Crime : Cyber Crime Defination and orgin of the word,cyber crime and information security,who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber crimes and indian ITA 2000,Global perspective on cybercrime-Cybercrime era.(Refer : Nina Godbole et al)

TEXT BOOK

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA II-Sem****FOREIGN TRADE
(Open Elective-I)**

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

Unit-I:

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

Unit-II:

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

Unit-III:

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

Unit-IV:

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

Unit-V:

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

References

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA II-Sem

**BANKING, INSURANCE AND RISK MANAGEMENT
(Open Elective-I)****UNIT I**

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

UNIT II

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

UNIT III

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

UNIT IV:

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

UNIT V

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

Suggested Readings:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA II-Sem****LOGISTICS AND SUPPLY CHAIN MANAGEMENT****(Open Elective-I)****UNIT -I**

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

UNIT -II

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

UNIT -III

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

UNIT -IV

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

UNIT -V

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

REFERENCES

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA II-Sem

**MICRO SMALL MEDIUM ENTERPRISES MANAGEMENT
(Open Elective-I)**

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

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

Unit V:

MSME Policies and Emerging Trends in SMEs:

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

Reference Books:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA II-Sem****ANNUAL REPORT ANALYSIS – LAB****Approach: CMIE Prowess Database/ANNUAL REPORT OF COMPANIES & MS-Excel.**

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

Learning Outcome:

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

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

EXCERCISES

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

REFERENCE:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA III-Sem

SUMMER INTERNSHIP -SEMINAR

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

Learning Outcome

After summer learning internship students should be able to :

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

Approach to decide Summer Internship:

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

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

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

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA III-Sem

PRODUCTION AND OPERATIONS MANAGEMENT

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

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

Unit-I:

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

Unit-II:

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

Unit-III:

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

Unit-IV:

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

Unit-V:

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

REFERENCES:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA III-Sem****STRATEGIC MANAGEMENT**

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

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

Unit-I:

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

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

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

Unit-II:

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

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

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

Unit-III:

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

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

Case: Merger and Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland page 154)

Focus : Troubles in the Godrej – P & G Alliance(Hitt & Ireland page. no 223)

Unit-IV:

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

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

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

Unit-V:

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

Case 1 CISCO's Evolution of Strategy and Structure. (Hitt & Ireland page. no 256)

Case 2 Selecting a new CEO (Hitt & Ireland page no 282)

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

REFERENCES:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA III-Sem

RESEARCH METHODOLOGY

(Students must read text book. Faculty are free to choose any other cases)

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

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

Unit-I:

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

Unit-II:

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

Unit-III:

Data Collection Methods & Tools

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

Unit-IV:

Measurement of scaling Techniques- Introduction objectives Qualitative research Vs Quantitative measures, classification /types of measures characteristics/goodness of instruments/measurement of scales. Errors in measurement. Types of scales /Techniques comparative and non-comparative scaling techniques guidelines for deciding scales.

Unit-V:

Report writing & Bibliography:

Introduction , Objectives , format of a report , classification of the sectors of the report, PowerPoint presentations of the reports, Synopsis Vs main report, Footnotes, Importance of hypotheses and objectives in report writing ,Types of reports ,Report format , cover page, preliminary pages, main body , appendices and bibliography , Importance of Excel and SPSS in report writing.

REFERENCES:

- Krishna Swamy, SIVAKUMAR, Mathirajan-Management Research Methodology, Pearson, 2014
- R. Pannerselvam -Research Methodology-, PHI, 2014
- T N Srivatsava, shailaja rego -Business research Methods-TMH, 2014
- Business research Methods -Donald R cooper, Pamela S Schindler
- William .G. Zikmund- Business Research Methods_Thomson
- Business Research Methods-SL Gupta , Hitesh Gupta

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA III-Sem

BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS -SEMINAR

A BUSINESS BEST PRACTICES

Aim: To enable students to understand the best practices followed by the organizations.

Learning outcome: By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices. By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next practices.

The students may choose any of the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model (Level 5)
7. Performance Management System
8. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

Report: A report of the best practice must be prepared with the help of the information available in the open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

- **Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

B SUCCESS STORIES OF EMERGING LEADERS

Aim: Aim of this course is to understand from real life situations the motivating circumstances for a leader to emerge and the underlying passion and commitment for the causes to which the leader is fully committed. It also aims at understanding how the leader communicates his passion to others and make others motivated to the cause. The leader can be some one who excels in any domain such as science, medicine business, sport, art, literature or public life and belonging to contemporary period or very immediate future (emerging).

Learning outcome: After taking up this course, and giving successful presentation at the seminar, the student should be able to understand

1. The compelling circumstance that makes a leader
2. The basic character that makes a strong leader
3. The sustaining forces of leadership
4. Leader- follower relations and dynamics
5. Various types of leadership styles
6. The process of evaluating leadership taking into account the strengths and weakness
7. The art of expert critiquing

The student is expected to take up specifically instances of leadership that made some difference in a domain of his choice in the contemporary age, and after discussing with the Faculty Adviser concerned right at the beginning of the semester, start studying the leader of his choice as approved and make a detailed report for presentation at the seminar. At the seminar expert critiquing by fellow students and teachers must be encouraged for meaningful evaluation and feedback.

References: The student must look for specific references related to the story of his/her leader and must include in the report.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA IV-Sem****ENTREPRENEURSHIP**

Aim: The aim of this subject is to inspire students to become entrepreneurs so that they will emerge as job providers rather than job seekers.

Learning Outcome: By the end of this course the students should be able to understand the mindset of the entrepreneurs, identify ventures for launching, develop an idea on the legal framework and also understand strategic perspectives in entrepreneurship.

Unit-I:

Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Case1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

Unit-II:

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations- Corporate Entrepreneurial Mindsetthe nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy- sustaining corporate entrepreneurship

Case : Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228).

Unit-III:

Launching Entrepreneurial Ventures- opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity process-Innovation and entrepreneurship-Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid disadvantage of Franchising.

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48).

Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48).

Case 3: Pets.com (Arya Kumar P.No. 88)

Case 4: creativity in start-ups (Arya Kumar P.No. 166)

Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)

Unit-IV:

Legal challenges of Entrepreneurship-Intellectual property protection-Patents, Copyrights Trademarks and Trade secrets-Avoiding trademark pitfalls-Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation process-Feasibility criteria approach.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case 2: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128).

Case 3: Google (Arya Kumar P.No. 248)

Case 4: Tata Motors – Nano (Arya Kumar P.No. 279)

Unit-V:

Strategic perspectives in entrepreneurship- Strategic planning-Strategic actions- strategic positioning-Business stabilization- Building the adaptive firms-Understanding the growth stage-Unique managerial concern of growing ventures.

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452).

Case 2: Public Sector - address seed capital (David H.Holt, Page 453).

REFERENCES:

- D F Kuratko and T V Rao "Entrepreneurship- A South-Asian Perspective "Cengage Learning, 1/e, 2012.

- Arya Kumar “**Entrepreneurship- creating and leading an entrepreneurial organization**” Pearson **2012**.
- Richard Blundel” Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
- David H Holt” Entrepreneurship:New Venture Creation” PHI,2013.
- Robert Hisrich et al “Entrepreneurship” 6th e, TMH, 2012.
- Nandan H, Fundamentals of Entrepreneurship, PHI, 2013

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA IV-Sem****MANAGEMENT OF TECHNOLOGY**

The Objective of the course is to expose students to the importance of technology in conduct of business and its skillful management for optimum results.

Students need Discounting Table and Statistical Table to solve problem*Unit – I:**

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

Unit-II:

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

Unit -III:

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

Unit-IV:

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

Unit -V:

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

REFERENCES

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

PRE SUBMISSION OF PROJECT - SEMINAR

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

Outcome of the process:

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

COMPREHENSIVE VIVA:

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

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

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

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**CONSUMER BEHAVIOR
(Marketing Elective)**

Aim: The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

Learning outcome: After reading the text and discussing the cases the student should be able to understand the environmental influences on consumer behaviour, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

Unit-I

Understanding Consumer Behaviour: Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

Case: Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter page no: 514-515)

Unit-II

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

Case : Fashion label- 'Gini & Jony' (Suja R.Nair ,page no 351-352)

Case : Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, page no 293-297)

Case : Nescafe Instant Coffee (Ramanuj Majumdar page no 311-316)

Unit-III

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

Case : Titan watches (Ramanuj Majumdar, page no 303-306)

Case : Handling of down-age syndrome (Suja R.Nair , page no 227-228)

Unit-IV

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

Case : Mac Vs. Pc (Michael R.Solomon page no 330-331)

Case : The story of Innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

Unit-V

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

Case: Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400-401)

REFERENCES

- David L. Loudon and Albert J.Della Bitta, **Consumer Behaviour, TMH, Fourth Edition, 2011.**
- S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
- Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2015.
- Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
- Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
- Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA****SALES AND DISTRIBUTION
(Marketing Elective)**

Aim: The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

Learning outcome: After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

Unit-I

Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

Case: Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still page no 104,105)

Case: United air flow manufacturer of household appliances sales persons job. (Richard R.Still page no 115 to 118)

Unit-II

Sales Planning and Budgeting: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

Case: Augsberg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605)

Case: Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

Unit-III

Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

Case: 1 Adjusting Compensation Plan to Motivate Sales Representatives (K.Sridhara Batt, page no 576 to 577)

Case: 2 Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)

Unit-IV

Introduction to Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

Case: 1 Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620)

Case: 2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

Unit-V

Managing Channel Institutions Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Case: 1 Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, Vasant page no 461)

Case: 2 Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719)

REFERENCES

- Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.

- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011
- Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2nd edition Oxford.
- S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.
- K.Sridhara Bhat , Sales and Distribution Management, 1st , HPH, 2011.
- S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**INTEGRATED MARKETING COMMUNICATION
(Marketing Elective)**

Aim: The aim of this course is to enable MBA students to understand management of marketing communication, communication mix and ethical aspects of marketing communication.

Learning outcome: After reading the text and discussing the cases the students should be able to understand integrated marketing communication, budgeting, sales promotion, media planning and ethical aspects.

Unit-I

Understanding Integrated Marketing Communication: Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

Case : Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

Unit-II

Budgeting, Objectives and Evaluation of IMC: Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, Conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC.

Case : The Premium Milk Food Private Ltd. (Kruti Shah page no 820)

Case : Archias, Advertizing (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

Unit-III

Marketing Communication Mix I: Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

Case : Tata Salt (Part I,II,III) (Kruti Shah page no 282,284,310-311,367-372)

Unit-IV

Marketing Communication Mix II: Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

Case : Amul taste of India (Kruti Shah page no 793)

Case : Rasha Prankees promotion (Kruti Shah page no 600)

Unit-V

Regulation, Social and Ethical Aspects of Advertising and Promotion:- Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising.

Case : Surrogate advertising (Jai shri Jethwaney page no 475-480)

Case : The Unilever experience (Jai shri Jethwaney page no 606)

REFERENCES:

- **Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.**
- Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
- George E Belch, Michael A Belch , Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2015.
- Semenile , Allen, O Guinn , Kaufmann, Advetising and Promotions, An Integrated brand approach, Cengage, 6th edition , 2012.
- SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3rd edition , Excel Books, 2011.
- Terence A. Shimp, Integrated Marketing communication Advertising and Promotion, 8th edition Cengage Learning , 2012.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**RETAILING MANGEMENT
(Marketing Elective)**

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

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

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

Unit-I

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

Case: The Classic story. (Aditya page no 283)

Case: The Panwallah. (Aditya Prakash page no 287)

Unit-II

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

Case: Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474)

Case: Changing Indian Consumers. (Aditya page no 258)

Case: Tanishq. (Suja Nair page no 440)

Unit-III

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

Case: Nirula's. (Suja Nair Page no 448)

Case: Hot Breads. (Suja Nair page no 452)

Case: McDonalds India. (Suja Nair page no 459)

Case: Automobile and Niche Marketing (Dr. Harjit Singh page no 417)

Unit-IV

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

Case: Café Coffee Day. (Suja Nair page no 434)

Case: Shoppers stop. (Suja Nair page no 470)

Unit-V

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

Case: Godrej and Boyee's. (Suja Nair page no 466)

TEXT BOOK

- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.

- Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2015.
- **Suja Nair**, Retail Management, Himalaya Publication House, 2012.
- **Aditya Prakash** Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
- Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**SERVICES MARKETING
(Marketing Elective)**

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

Learning Objective: The objective of the course is to provide a deeper insight into the Marketing Management of companies offering Services as product. The students will be able to understand the characteristics of services, understand consumer behaviour in services, align service design and standards, delivering service, managing services promises.

Unit-I

Foundations of Service Marketing: What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

Case 1: The United Indian Bank (Govind Apte Page no 55-56)

Case 2: Online air travel: Expedia, Orbitz and Travelocity lead the pack (John E.G.Bateson Page no 82-83)

Unit-II

Focus on the Consumer: Consumer behaviour in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

Case 1: The Crestwood Inn, (John E.G.Bateson Page no 320-321)

Case 2: Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

Unit-III

Aligning Service Design and Standards: Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

Case 1: Physical evidence a case of KF. (Vinnie Jauhari Page 236-238).

Case 2: IT Trainers Limited. (Govind Apte Page no 186).

Unit-IV

Delivering and Performing Service: Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

Case 1: Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336).

Case 2: Total Assurance Ltd. (Govind Apte Page 207-208).

Unit-V

Managing Service Promises: Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions.

Case 1: Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

REFERENCES

- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015
- Valarie A. Zeithaml & Mary Jo Bitner: **Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.**
- John E.G. Bateson, K. Douglas Hoffman : Services Marketing, Cengage Learning, Fourth Edition, 2012.

- Harsh V.Varma: Services Marketing text and cases, Pearson, Second edition, 2012.
- Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press,2012.
- Govind Apte : Services Marketing, Oxford Press, 2011.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**INTERNATIONAL MARKETING
(Marketing Elective)**

Course Aim: To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

Learning Objective: The objective of the course is to provide a deeper insight into the global marketing management, environment of global markets, assessing global market opportunities, developing and implementing global marketing strategies.

Unit-I

Introduction to International Marketing: Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets. **Case:** 1 Starbucks –going Global fast. (Philip, John, Prashant Text)

Unit-II

Environment of Global Markets: Types: Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Case: 1 IKEA Catalogue. (Svend & Madhurima -Pearson page no 242)

Case: 2 Mc. Donalds and obesity. (Philip John Prashant Text)

Unit-III

Assessing Global Market Opportunities: Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

Case:1 Reliance Entertainment(Svend & Madhurima, Pearson page no 312)

Case:2 Mahindra & Mahindra (Svend & Madhurima,Pearson page no 356)

Case:3. IMAX corporation (Svend & Madhurima, Pearson page no 412)

Unit-IV

Developing Global Market strategies: Segmentation product & services decisions for consumers and Business: Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Case:1 Harley-Davidson:-Price level (Svend & Madhurima,pearson page no 510)

Case:2 Mc Donalds Great Britain –the Turnaround (Text page no 793)

Unit-V

Implementing Global marketing strategies: Negotiation with customers and selection method, E-Marketing channels organization & controlling of the global marketing programme.

Case: 1 NTT DOCOMO (Svend & Madhurima,Pearson page no 709)

REFERENCES:

- Philip R. Cateora, John L graham, Prashant Salwan, International Marketing -15th edition – TMH-2011.
- Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010.
- Rajagopal –International Marketing-2nd Edition –Vikas -2011
- Justin Paul, International Marketing – Text and Cases, TMH, 2015.
- Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition-Oxford-2011.
- Francis Cherunilam- International Marketing-12th Edition-HPH-2012.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**STRATEGIC MANAGEMENT ACCOUNTING
(Finance Elective)**

Course Objective: The objective of the course is to enable the students to the components of product cost, their calculation methods, and their control.

UNIT I

Introduction to Management Accounting, Cost Analysis and Control: Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing.

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit. **Standard Costing:** Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.

Suggested Readings:

- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012
- S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
- M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
- Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
- Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(Finance Elective)**

Course Objective: The objective of the course is to develop students' knowledge, skills and competencies in employing different methodologies and techniques for managing the market, credit and operational risks in security analysis and Investment Management and other related risks.

UNIT I

Investments: Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.

UNIT II

Security Analysis: Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

UNIT III

Analysis and Valuation of Bonds: Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.

UNIT IV

Equity Valuation Models: Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

UNIT V

Portfolio Management: Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio-Markowitz Model, Capital Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return. Performance of Portfolio – Meaning – Models - Jenson's Model. Sharpe's Model and Trynor's Model – Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

REFERENCES:

- William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments Prentice Hall, 2012.
- Donald E, Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.
- Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.
- R.J.Fuller and J.L.Farrel, Modern Investments and Security Analysis, McGraw Hill
- Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
- Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management, 7/e Thomsom Publications, 2006.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**FINANCIAL INSTITUTIONS, MARKETS AND SERVICES
(Finance Elective)**

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

UNIT I

Introduction: The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms after 1991 - Regulatory and Promotional Institutions: Functions and Role of RBI, Role and functions of SEBI, performance of Non-Statutory Financial Organizations: IFCI, IRBI, NABARD, SIDBI and SFCs.

UNIT II

Banking Institutions: Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition, Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Exchange rates, Lending/ Deposit rates; Co-operative Banks - Role, Govt. initiatives to strengthen Co-operative Banks.

UNIT III

Non Banking Financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI. Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Bancassurance, Role of IRDA, Challenges faced by Insurance Sector.

UNIT IV

Financial and Securities Markets: Structure and functions of Call Money Market, Government Securities Market – T-bills Market, Commercial Bills Market, Commercial paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement, SEBI and Regulation of Primary and Secondary Markets.

UNIT V

Asset/Fund Based Financial Services: Lease Finance, Consumer Credit and Hire purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory services: Stock Broking, Credit Rating.

Suggested Readings:

- L.M. Bhole: Financial Institutions and Markets, TMH, 2009.
- E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013.
- Pathak: Indian Financial Systems, Pearson, 2009
- M.Y. Khan: Financial Services, TMH, 2009.
- S. Gurusamy: Financial Services and System, Cengage, 2009
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA****STRATEGIC INVESTMENT AND FINANCING DECISIONS
(Finance Elective)**

Aim: To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions with in an organization. To develop an understanding of the various strategies that are in use to trade off risk and return

Learning Outcome: To explain the role and nature of investment and financial strategies and its relationship to maximization of wealth/shareholders value. To examine various risk models in capital budgeting. To evaluate the motives for financial implications of mergers and acquisitions and lease financing. To discuss the impact of general and specific inflation on financial and investment strategy decisions.

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

REFERENCES :

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**INTERNATIONAL FINANCIAL MANAGEMENT
(Finance Elective)**

Course Aim: To give an understanding about MNC Financial Management.

Learning Outcome: The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

Unit-I

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

Unit-II

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit-III

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

Unit-IV

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

(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

Unit-V

Asset–liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

TEXT BOOKS:

- **Jeff Madura: International Corporate Management, Cengage, 2012.**
- Alan C. Shapiro: Multinational Financial Management, John Wiley, 2012
- Sharan.V: International Financial Management 5Th Ed. PHI 2012
- Madhu Vij: International Financial Management, Excel, 2012.
- Ephraim Clark: International Finance, , Second Edition, Thomson.
- P.G.Apte: International Financial Management, TMH 2012.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**FINANCIAL DERIVATIVES
(Finance Elective)**

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

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

Unit-I

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

Unit-II

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

Unit-III

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

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

Unit-IV

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

Unit-V

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

REFERENCES :

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**PERFORMANCE MANAGEMENT
(HR Elective)**

Course Aim: To give an understanding about performance management and reward system linked with performance.

Learning Outcome: The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.

Unit-I

Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

Case: Performance Management at Network Solutions, Inc (Herman Aguinis page no 26)

Case: Performance Management at the University of Ghana (Herman Aguinis page no 48)

Unit-II

Defining performance and choosing a Measurement Approach, Measuring Results and Behaviours. Gathering performance Information, Implementing a performance Management System.

Case: Accountabilities, Objectives and Standards (Herman Aguinis page no 115)

Case: Evaluating the appraisal form used by a Grocery Retailer ((Herman Aguinis page no 145)

Unit-III

Performance Management and employee development, Performance Management skills.

Case: Implementation of 360 degree feed back system at Ridge intellectual (Herman Aguinis page no 204) **Case:** Was Robert Eaton A Good Coach (Herman Aguinis page no 233)

Unit-IV

Reward Systems and legal issues, Managing Team performance.

Case: Possible Illegal Discrimination at Tractors, Inc. (Herman Aguinis page no 265)

Case: Team Performance Management at Duke University Health systems. (Herman Aguinis no 283)

Unit-V

Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

Case: BHEL, EVA Incentive Schemes: (B D Singh page no 589)

Case: The TCS Approach and experience (B D Singh page no 601)

Case: NTPC Performance Management System (B D Singh page no 632)

Case: Performance Management system (PMS) at Bharti Telecom (B D Singh page no 663)

REFERENCES

- Herman Aguinis, "Performance Management" Pearson, 2012.
- Lance A Berger & Dorothy R Berger "The Talent Management Hand Book" 2nd edition TMH, 2015.
- B D Singh, "Performance Management System- a holistic approach" excel Books, 2010
- Prem Chadha "Performance management" Macmillan, 2012.
- Srinivas K Kandula "Performance Management" PHI, 2010.
- R K Sahu : Performance Management System, Excel, 2015.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**TRAINING FOR DEVELOPMENT
(HR Elective)**

Course Aim: To enable the students to understand the design of training, implementation and evaluation of training programs in the organization.

Learning Outcome: The student after completing the course will be familiar with how to do training need analysis, understand various training methods, design training programs, implement training programs and evaluate effectiveness of training programs.

Unit-I

Training in organizations: Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process.

Case : Taking Charge at Domtar : What it takes for a turnaround? (Nick Blanchard)

Case :LG Electronics ((Nick Blanchard)

Case : The wilderness training lab((Nick Blanchard)

Unit-II

Need Analysis and Training design: The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory.

Case : Developing a training package at westcan (Nick Blanchard)

Case : The Training program (Fabrics Inc.) (Nick Blanchard)

Unit-III

Training methods: Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

Case : Training & Development at Godrej. (Nick Blanchard)

Unit-IV

Implementation & Evaluation of Training: Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation.

Case : Jack goes to training. (Nick Blanchard)

Case : Training designed to change behavior and attitude. (Nick Blanchard)

Unit-V

Areas of organizational Training: Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

Case : The competent employee. (Nick Blanchard)

REFERENCES :

- P.Nick Blanchard, James W. Thacker, A.Anand Ram, " Effective Training" 4e, Pearson, 2012.
- Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.
- Rolf Lynton, Uday Pareek "Training for Development" Sage, 2012.
- Jean Barbazette-Training Needs Assessment: Methods, Tools, and Techniques- Wiley,2014
- Raynold A. Svenson-The Training and Development Strategic Plan Workbook- PHI-2014
- John Pulparampil- Training for Development-Thompson publications-2014

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA****MANAGEMENT OF INDUSTRIAL RELATIONS
(HR Elective)**

Course Aim: The aim of the course is to enable HR elective students develop awareness towards labour laws. The students will understand how to deal with legal problems emanating from employer and employee relations in organizations.

Learning Outcome: The student understands the industrial relations, its importance in HR and various Labour Laws like Factories Act, Wage and Bonus Act and Dispute Preventive and Corrective Mechanisms. They will also understand the role of Trade Unions, Settlement of disputes, Collective Bargaining, Wage Policy.

Unit-I

Industrial Relations: Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union , Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices:

Case 1. Let us get back to work (p.no. 720, C.B.Mamoria)

Case 2. A case of complicated multi-union manoeuvres (J.A. Kulkarni)

Unit-II

Settlement of Disputes: Role of state Dispute Settlement Machinery and its instruments, Legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure.

Case 1. Stop the shouting game please (p.no. 760, C.B.Mamoria)

Case 2. The dish ends ltd. (p.no.07, J.A. Kulkarni)

Unit-III

Collective Bargaining, Conciliation, Arbitration, Adjudication, The Industrial Dispute Act 1947, Labour Welfare work, Labour Welfare officer, Worker's Participation.

Case 1.who is to be blamed (p.no. 685, C.B.Mamoria)

Unit-IV

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act,1965

Case 1. Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria)

Unit-V

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change.

Case 1. Organizations and unions working as partners (p.no. 738, C.B.Mamoria)

TEXT BOOK:

- Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House.2012.
- C.B.Mamoria, VSP Rao "personnel management- text & cases", Himalaya Publishers 15th edition, 2012.
- J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, " case studies in amangement", pearson, 2011.
- Padhi " Labour and Industrial Relations" PHI, 2012.
- Arun Monappa,Ranjeet Nambudiri,Selvaraj " Industrial Relations and Labour Laws" , TMH,2012
- Ratna Sen "Industrial Relations-Text and cases "Macmillan Publishers,2011.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA****COMPENSATION & REWARD MANAGEMENT
(HR Elective)**

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

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

Unit-I

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

Case: So you want to lead an orchestra (George T Milkovich page no 72)

Case: Job Evaluation at whole foods (George T Milkovich page no 125)

Unit-II

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

Case: Burger Boy(George T Milkovich page no 249)

Case: Incentives in the club House(George T Milkovich page no 279)

Unit-III

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

Case: Merit pay: Making policies and practices that work (George T Milkovich page no 319)

Unit-IV

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

Case: Compensation of special groups (George T Milkovich page no 443)

Case: Coke and IBM(George T Milkovich page no 491)

Unit-V

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

Case: Communicating by copier(George T Milkovich page no 575)

TEXT BOOK:

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

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit – I

Introduction to IHRM: Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

Unit – II

International Recruitment and Selection: Approaches to international Recruitment- ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments
IHRM practices – USA, UK, Japan and India A comparative study

Unit – III:

Managing HRM In Virtual Organization, Globalization & HRM: Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage & Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR

UNIT-IV:

IHRM Model of India: Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

UNIT-V:

Special Issues in IHRM: Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of IT on Human Resource Management- IT and HR- out sourcing HR-Globalization, Quality of Work life and productivity- Reorienting work force through HR Interventions – Women expatriates and their problems – Exit policy and practices – Impact on participative Management and Quality circles.

REFERENCES:

1. N. Sengupta & Mousumi, S. Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
6. Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

LEADERSHIP AND CHANGE MANAGEMENT

Unit – I

Introduction and Skills approach to leadership: Definition, Components of Leadership, trait approach to leadership, strengths, criticisms, applications, Skills approach to leadership-Ohio state studies, Michigan studies, Blake and Mouton's Leadership Grid, strengths, criticisms, applications.

Case 1: Developing a leadership pipeline at Infosys (p.no. 27 P.C.Reddy)

Case 2: Fostering young leaders (p.no. 48, Uday kumar)

Unit – II

Contingency Leadership: Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, Path-Goal Theory, strengths, criticisms, applications

Case 3: Charismatic leadership & motivation in ABC Ltd. (p.no. 31 P.C.Reddy)

Unit - III

and Transformational Leadership: A model of Transformational Leadership, How does Transformational Leadership defined, Strengths, Criticisms, applications, Servant Leadership, Definition, ten characteristics of Servant Leader, Historical Basis, strengths, criticisms, applications

Case4: Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

Unit – IV

Organizational design and change: strategic level change, Group and team level change, and Individual level change. Organizational Structure, Organizational Culture and Management of Change; Change communication, resistance to change, Organizational learning, power, politics and Organizational change, Ethics and Managing Change, Change Agents and Agency

Case: Restructuring at Flexco (Adrian page no 57)

Case: Cultural change at Dupont Nylone (Adrian page no 65)

Unit – V

Employee Relations and Managing Change: The Management of Change, Technological Change. Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change.

Case: Reward Management at Midland Main Line - Strategic Reward Management (Adrian page no191).

Case: Downsizing at Energy Co (Adrian page no 268)

Case: Evaluating a possible change to training methods at telesales Incorporated (Adrian page no 300)

REFERENCES:

1. Peter G. Northouse "Leadership: Theory & Practices" Sage Publications, 2012.
2. Mark Hughes, "Managing Change – a critical perspective", Universities Press, 2011.
3. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders "Managing change", Pearson, 2011.
4. Richerd L. Hughes, Leadership, 6th Edition, Mc. Graw Hill, New Delhi
5. Uday kumar Haldar, "leadership & team building", Oxford, 2011
6. Gary Yukl , "Leadership in Organizations" Pearson, 2012.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA****BUSINESS INTELLIGENCE
(Systems Elective)****Course Aim:** It enables the student understand the concepts of Business Intelligence**Learning Outcome:** The student understands Data Ware Housing, Data Mining for Business Intelligence, Business Rules and Business Intelligence Implementation.**Unit-I**

Introduction to Business Intelligence-the Business pressure-Responses and support model-Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use-Performance metrics and key performance indicators-horizontal use cases for BI.

Case Study: 1 (Efraim Turban Pg no 26 & 107).

Unit-II

Data Ware Housing-Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards.

Case Studies: 2 (Efraim Turban.Pg no 125).

Unit-III

Data mining for Business Intelligence-Data mining concepts and definitions-Data mining applications-Artificial neural Networks for data mining. Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

Case Studies :3 (Efraim Turban.Pg no 228)

Unit-IV

Business Rules-the value proposition of business rules-Business rules approach-Business rule system-sources of business rules and management approach.

Unit-V

Business intelligence implementation-Business Intelligence and integration implementation-connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI.

REFERENCES

- **Efraim Turban et al. "Business Intelligence" 2e, Pearson Education, 2012.**
- David Loshin "Business Intelligence" 2e, Elsevier, 2012.
- Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2012.
- Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH, 2011.
- Nina Godbole & Sunit Belapure "Cyber Security" Wiley india 2012.
- Jawadkar, MIS Text and Cases, TMH, 2012.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA****DATABASE MANGEMENT SYSTEMS
(Systems Elective)**

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

Unit-I

Managing Data: Individual Data Management, Organizational Data Management, Components of Organizational Memory, Evaluation of Database Technology File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

Unit-II

Database Systems in the Organisations: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLC)

Unit-III

Risks and Costs of Database: Organizational Conflicts – Development Project Failures – System Failure – Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture

Unit-IV

Data warehousing Introduction: What is a Data warehouse, who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts. The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data – Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.

Unit-V

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use. Constructing A Data warehouse System: Stages of the Project - The Planning Stage – Justifying the Data warehouse – Obtaining User Buy-in – Overcoming Resistance to the Data warehouse – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage – The Data warehouse Data Base – The Analysis Architecture – Data warehouse Hard Ware.

REFERENCES:

- Richard T Watson: Data Management Data Bases and Organisations, 5/E , Wiley – India, 2006
- Berson Smith, Data Warehousing, Data Mining 7 OLAP, TMH, 2007
- Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education
- Sivanandam, Data Mining Techniques and Tasks, Thomson, 2006
- Gary W Hansen, James V Hansen: Data Base Management and Design, 3E, PHI – 2006
- Michael J.A. Berry, Gordon S.Linoff, Data Mining Techniques, 2/e, Wiley -India, 2005.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**DECISION SUPPORT SYSTEM
(Systems Elective)**

Course Aim: It enables the student understand how to build and implement Decision Support system.

Learning Outcome: The student understands Decision Support System benefits, types, building and implementation, DSS Software tools, Group Decision Supportive System, and Data Warehousing.

Unit-I

Introduction to Decision Support System (DSS)- How DSS evolved- DSS Benefits-Systems, Information Quality and Models-Dataflow diagram Information quality- Types of DSS- DSS hierarchy- Generalizing DSS categories.

Cases.

Unit-II

Building and implementing DSS- DSS on the center corporate systems- Internet and client/ Server computing in DSS- DSS on stand alone system-Choosing a DSS Hardware environment.

Cases.

Unit-III

DSS software tools- Standard Package-specialized tools and Generators-Programming language for DSS- Building DSS- DSS development process-Project development participants-Overcoming Resistance of Change- Models in DSS.

Cases.

Unit-IV

Group Decision Support System- Why group DSS? –Group Vs Individual activities-Media richness and Task Types-Types of Group DSS-Group DSS in use today-Group ware products.

Cases.

Unit-V

Data Warehousing- What is DW-DW concepts- The DW database-Database structure-Getting the data into the data warehouse- Metadata.

Cases.

REFERENCES:

- **Efrem G.Mallach” Decision Support and Data Warehouse Systems” TMH,2012**
- Efraim Turban “Decision Support and Business Intelligence Systems” Pearson , 2012.
- Dhiraj Sharma: Foundations of I T, Excel, 2015.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA****E-BUSINESS
(Systems Elective)**

Course Aim: It enables the student understand the concepts of Electronic Business.

Learning Outcome: The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E- Business.

Unit-I

Electronic Business- Understanding new Internet Economy and Business-E-business an e-commerce- Features of E-Business- Advantages of E-Business- Business Environment-Establishing E-Business. Case : Barnes & Noble and Amazon. Com (Ref 1- Kulkarni).

Unit-II

E-Business Models- E-Business Structure- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models. Case: B2C model at Aradhana Tours. (Ref 1 Kulkarni)

Unit-III

Creating E-Business plans- software programs to create a business- Phases /Aspects of E-Business- e-Marketing and sales Strategies-website and portal management. Case" FLOP (ref 1 :Kulkarni)

Unit-IV

E-Business Applications- Charactersttics o E-Business applications-Project palming approach for E-Business applications- Application Integration- application in various domains. Case Nokia (Ref 1 Kulkarni)

Unit-V

Securing your e-business- risk Management- business continuity planning-Network and web site security- web sire Defacement-Security audit and Pentration Testing. Case: Asmi Agencies-e-market (Ref 1 Kulkarni)

REFERENCES:

- **Kulkarni et al. "E-Business" Oxford, 2012.**
- Dave chaffey, e-business & e- commerece management- strategy, implementation and practice, 5th edition, pearson, 2015.
- Napier et al " Creating A Winning E-Business" Cengage, 2012.
- Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2015.
- Elias M Awad, Electronic Commerce, PHI,2012
- Jawadekar, MIS Text and Cases, TMH, 2012.

CYBER SECURITY (SYSTEMS ELECTIVE)

Course Aim: It enables the student to understand Cyber crime, Tools and methods used in cyber crime and Cyber Security.

Learning Outcome: *The student understands the cyber crimes. Computer forensic system, and Cyber Security.*

Unit-I

Cyber crime: Mobile and Wireless devices-Trend mobility-authentication service security-Attacks on mobile phones-mobile phone security Implications for organizations-Organizational measurement for Handling mobile-Security policies and measures in mobile computing era.
Cases.

Unit-II

Tools and methods used in cyber crime-Proxy servers and Anonymizers- Phishing- Password cracking-Key loggers and Spy wares-Virus and worms-Trojan Horse and Backdoors-Steganography-SQL Injection-Buffer overflow-Attacks on wireless network.
Cases.

Unit-III

Understanding computer forensic-Historical background of cyber forensic-Forensic analysis of e-mail-Digital forensic life cycle-Network forensic-Setting up a computer forensic Laboratory-Relevance of the OSI 7 Layer model to computer Forensic-Computer forensic from compliance perspectives.
Cases.

Unit-IV

Forensic of Hand –Held Devices-Understanding cell phone working characteristics-Hand-Held devices and digital forensic- Toolkits for Hand-Held device-Forensic of i-pod and digital music devices-Techno legal Challenges with evidence from hand-held Devices.
Cases.

Unit-V

Cyber Security –Organizational implications-cost of cybercrimes and IPR issues-Web threats for organizations: the evils and Perils-Social media marketing-Security and privacy Implications-Protecting people privacy in the organizations-Forensic best practices for organizations.
Cases.

REFERENCES:

- **Nina Godbole & Sunit Belapure “Cyber Security”, Wiley India, 2012.**
- Harish Chander, “cyber laws & IT protection”, PHI learning pvt.ltd, 2012.
- Dhiren R Patel, “Information security theory & practice”,PHI learning pvt ltd,2010.
- MS.M.K.Geetha & Ms.Swapne Raman”Cyber Crimes and Fraud Management, ”MACMILLAN, 2012.
- Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2015.
- Vivek Sood, Cyber Law Simplified, TMH, 2012.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA

**INFORMATION SYSTEM CONTROL AND AUDIT
(Systems Elective)**

Course Aim: It enables the student understand the concepts of Information System and Control.

Learning Outcome: *The student understands the audit standards, Audit Process, Computer assistance Audit tools, Managing Audit tools and Strategy and Standards for Auditing.*

Unit-I

Audit and review the role of Information Technology-Audit standards-Importance of audit standard independence- AICPA pronouncements- The need for IT audit function- role of the IT auditor-Legal implications.

Cases.

Unit-II

Audit process in a information Technology Environment-Risk Assessment-Audit budget- Objectives and context-preliminary review-Field-work and implementing audit Methodology-Documenting results.

Cases.

Unit-III

Computer Assistance Audit tools- Auditor productivity tools-Flowcharting Techniques-Flowcharting an Analytical tool- Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic.

Cases.

Unit-IV

Managing IT audits- Establish a career development and planning-Evaluating IT audit quality- criteria for IT audit quality-IT auditing in new millennium-code of ethics and professional standards-Private industry-Management consultancy.

Cases.

Unit-V

Strategy and standards for Auditing- Strategic planning- communication- demand management-Architecture and standards- Business architecture- application and information architecture-Architecture functions.

Cases.

REFERENCES:

- **Sandra Senft & Fredrick “Information Technology Control and Audit “ CRC Press, 2012.**
- D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and checklists from the banking industry, TMH, 2008.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.
- **Subash Chandra Das-Management Control Systems : Principles and Practices-PHI,2014**