

# ACADEMIC REGULATIONS & COURSE STRUCTURE

For

**MBA (Regular)**

*(Applicable for batches admitted from 2016-2017)*



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA**  
**KAKINADA - 533 003, Andhra Pradesh, India**

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA****School of Management Studies****Course Structure MBA (Regular) 2016-2017**

(Effective for the students admitted into first year from the academic year 2016-2017)

**Semester - I**

<b>Subject</b>	<b>Title</b>	<b>Marks</b>	<b>Credits</b>
C-101	Principles of Management	100	3
C-102	Managerial Economics	100	3
C-103	Accounting for Managers	100	3
C-104	Managerial Communication & Soft skills	100	3
C-105	Business Environment	100	3
C-106	Quantitative Analysis for Business Decision	100	3
C-107	IT – LAB	100	3

**Semester - II**

<b>Subject</b>	<b>Title</b>	<b>Marks</b>	<b>Credits</b>
C-201	Financial Management	100	3
C-202	Human Resource Management	100	3
C-203	Marketing Management	100	3
C-204	Production and Operations Management	100	3
C-205	Business Research Methods	100	3
C-206	Organizational Behavior	100	3
C-207	Mini Project *	50	2
	Seminar on Mini Project	50	2

**Semester - III**

<b>Subject</b>	<b>Title</b>	<b>Marks</b>	<b>Credits</b>
C-301	Strategic Management	100	3
C -302	Legal Aspects of Business	100	3
C -303	Business Ethics & Corporate Governance	100	3
E -301	Elective – 1	100	3
E-302	Elective – 2	100	3
E-303	Elective – 3	100	3
E-304	Elective – 4	100	3

**Semester - IV**

<b>Subject</b>	<b>Title</b>	<b>Marks</b>	<b>Credits</b>
C -401	Logistic and Supply Chain Management	100	3
C -402	Entrepreneurship Development	100	3
E-401	Elective – 5	100	3
E-402	Elective – 6	100	3
E-403	Elective – 7	100	3
E-404	Elective – 8	100	3
	Major Project & Comprehensive Viva	Grade	8
<b>Total Marks / Credits</b>		<b>2700</b>	<b>90</b>

**Elective:** The student has to choose any **ONE** Specialization from the following areas in the beginning of III Semester

### III SEMESTER

#### HR

<b>S. no</b>	<b>SUBJECT TITLE</b>
<b>1</b>	Leadership Management
<b>2</b>	Compensation and Reward Management
<b>3</b>	Performance Management
<b>4</b>	Strategic Human Resource Management

#### FINANCE

<b>S. no</b>	<b>SUBJECT TITLE</b>
<b>1</b>	Security Analysis & Portfolio Management
<b>2</b>	Banking and Insurance Management
<b>3</b>	Advance Management Accounting
<b>4</b>	Strategic Financial Management

#### MARKETING

<b>S. no</b>	<b>SUBJECT TITLE</b>
<b>1</b>	Consumer Behavior
<b>2</b>	Retail Management
<b>3</b>	Customer Relationship Management
<b>4</b>	Strategic Marketing Management

#### SYSTEMS

<b>S. no</b>	<b>SUBJECT TITLE</b>
<b>1</b>	E-Business
<b>2</b>	RDBMS
<b>3</b>	Web Designing
<b>4</b>	System Analysis & Design

## IV SEMESTER

### HR

	SUBJECT TITLE
<b>Elective-5</b>	Organizational Development & Change Management
<b>Elective-6</b>	Global HRM
<b>Elective-7</b>	Labor Welfare & Legislation
<b>Elective-8</b>	Management of Industrial Relations

### FINANCE

	SUBJECT TITLE
<b>Elective-5</b>	Financial Markets and Services
<b>Elective-6</b>	Global Financial Management
<b>Elective-7</b>	Risk Management
<b>Elective-8</b>	Tax Management

### MARKETING

	SUBJECT TITLE
<b>Elective-5</b>	Services Marketing
<b>Elective-6</b>	Promotional Distribution Management
<b>Elective-7</b>	Global Marketing Management
<b>Elective-8</b>	Supply Chain Management

### SYSTEMS

	SUBJECT TITLE
<b>Elective-5</b>	Business Intelligence
<b>Elective-6</b>	Enterprise Resource Planning
<b>Elective-7</b>	Cyber Laws & Security
<b>Elective-8</b>	Information Systems Audit

#### \*Mini Project Report

The student should undergo survey based fieldwork under the guidance of Internal Faculty and submit the report before the completion of II Semester End Examinations.

# Principles of Management

## Unit 1:

**Introduction of Management:** Management: Definition – Importance – Managerial Roles – Functions of management – Classical theory – Scientific management - Administrative theory – Behavioral Theory – Management science – Integrative perspective – System theory – Socio – technical theory – Contingency theory – Comparing theories

## Unit 2

**Planning and Organizing:** Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning. Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of authority – Factors affecting delegation of authority – Span of management – Centralization and decentralization of Authority.

## Unit 3

**Directing and controlling:** Definition of Co-ordination – Significance and principles of Co-ordination– Leadership behavior and styles – Leadership in cross cultural environment. Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.

## Unit 4

**Decision making:** Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom’s Participative decision making model – challenges and problems in decision making

## Unit 5

**Contemporary issues in Management:** MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management –BPOs – Stress Management causes and remedies – JIT – TQM – Six Sigma – CMM levels

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## REFERENCES:

1. Kumar ,Rao, Chhalill: Introduction to Management Science . Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Harold Koontz, Heinz Wehrich, A.R.Aryasri, Principles of Management, TMH, 2010.
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, Principles of Management, University Science Press, 2013.
6. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
7. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.

## **Managerial Economics**

### **UNIT 1:**

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle , Risk & uncertainty.

### **UNIT 2:**

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, law of Supply, Elasticity of Supply.

### **UNIT 3:**

Supply and Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

### **UNIT 4:**

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

### **UNIT 5:**

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain’s limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### ***References***

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
10. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.

## Accounting for Managers

### UNIT 1

Accounting process: Definition of accounting - Accounting Concepts and conventions - Accounting Cycle - Classification of accounts - Accounting equations – Static and dynamic nature of accounting - Users of accounting information - Books of original entry, ledger - Preparation of Trial balance

### UNIT-2

**Final Accounts:** Preparation and Presentation of income statement - Balance Sheet with Adjustments - Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements

### UNIT-3

**Financial Analysis:** The scope and purpose of financial analysis - financial statement analysis - Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds - Preparation and analysis of funds flow statement and cash flow statement.

### UNIT-4

**Cost accounting concepts:** Methods of Costing, Techniques of Costing - Role of Cost accounting - Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet under different cost heads

### UNIT-5

**Cost behavior and Decision making:** Behavioural classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis and decision making - Break Even analysis- Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision CVP under conditions of uncertainty - sensitivity analysis.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References:*

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “**Financial Accounting for Management**”, Cengage Learning, New Delhi.
3. Ramachandran N, RamKumar Kakani: **Financial Accounting for Management**”, McGraw Hill – 2013.
4. Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi,2013
5. Amberish Gupta:”**Financial Accounting for Management**”, Pearson Education, 2012.
6. Dr. Jawahar Lal: “**Accounting for management**”, Himalaya Publishing house, NewDelhi, 2012.
7. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
8. Dr. V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
9. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

## Managerial Communication & Soft Skills

### UNIT 1

**Role of Communication in Business:** Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication - Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

### UNIT 2

**Managing Organization Communication:** Formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

### UNIT 3

**Managing Interpersonal Communication:** Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

### UNIT 4

**Business Writing Skills:** Significance of Business Correspondence - Essentials of Effective Business Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

### UNIT 5

**Presentation skills** – Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview techniques –Communication etiquettes.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References:*

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Kuberudu B and Srinivasa Krishna K: “***Business Communication and Soft Skills***”, Excel Books, 2008.
3. Meenakshi Rama: “***Business Communication***”, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: “***Organisational Communication***”, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das” “***Business Communication***”, PHI Private Limited, New Delhi, 2009.
7. R.K.Madhukar: “***Business Communication***”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:“***Business and Professional Communication***”, SAGE, New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: “***Business Communication***”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “***Business Communication Skills***”, Everest Publishing House, New Delhi, 202011



## **Business Environment**

### **UNIT 1**

**Business Environment:** Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.

### **UNIT 2**

**Structure of Indian economy:** Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

### **UNIT 3**

**Fiscal Policy:** Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – Critical analysis of the recent fiscal policy of Government of India - Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.

### **UNIT 4**

**India's Trade Policy:** Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

### **UNIT 5**

**Legal Frame:** special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **References:**

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
6. Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited, New Delhi.
7. Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: “**WTO-Text and Cases**”, Excel Publication, New Delhi.
10. Government of India, *Latest Economic Survey Report*.

## Quantitative Techniques for Business Decisions

### UNIT 1

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis  
Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

### UNIT 2

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

### UNIT 3

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

### UNIT 4

Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

### UNIT 5

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

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References

1. N.D.Vohra: "*Quantitative Techniques in Management*", Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, "*Operations Research: Theory and Applications*", Macmillan Gupta S.P: "*Statistical Methods*", S. Chand and Sons, New Delhi,
3. Anand Sharma: "*Quantitative Techniques for Business decision Making*", Himalaya Publishers, New Delhi, 2012;
4. D P Apte: "*Operation Research and Quantitative Techniques*", Excel Publication, New Delhi, 2013
5. Hamdy, A.Taha: "*Operations Research: An Introduction*", Prentice-Hall of India, New Delhi 2003.
6. Anderson: "*Quantitative Methods for Business*", Cengage Learning, New Delhi 2013
7. Sancheti, Dc & VK Kapoor, "*Business Mathematics*", S Chand and Sons, New Delhi

## **Information Technology Lab (100% Lab)**

### **UNIT 1**

**Introduction of various software used for business:** Significance in the current business environments - Introduction of software MS Office, SQL.

### **UNIT 2**

**Financial modeling:** Present value of cash flows, Valuations, Financial ratio analysis, Forecasting, Trend analysis of data, Random input generations

### **UNIT 3**

**Statistics for Management** - correlation and regression analysis data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

### **UNIT 4**

**Data Collection and analyzing techniques:** Chats, Flow diagrams TQM methodologies

### **UNIT 5**

Preparation and presentations of Mini projects assigned for course work of first semester.

References:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

# **ACADEMIC REGULATIONS & COURSE STRUCTURE**

**For**

## **INTEGRATED MBA**

*(Applicable for batches admitted from 2016-2017)*



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA**  
**KAKINADA - 533 003, Andhra Pradesh, India**

## I SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM101	English Language - I	4	100
16IM102	Business Mathematics & Statistics	4	100
16IM103	Fundamentals of Business Organization	4	100
16IM104	Financial Accounting - I	4	100
16IM105	Fundamentals of Computers	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## II SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM201	English Language – II	4	100
16IM202	Business Environment	4	100
16IM203	Managerial Economics	4	100
16IM204	Financial Accounting – II	4	100
16IM205	Organizational Communications.	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## III SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM301	Principles of Management	4	100
16IM302	Cost Accounting	4	100
16IM303	Banking Theory & Practice	4	100
16IM304	Business Law	4	100
16IM305	Entrepreneurship Development	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## IV SEMESTER

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM401	Organizational Behavior	4	100
16IM402	Management Accounting	4	100
16IM403	Company Law	4	100
16IM404	Elements of Direct & Indirect Taxes	4	100
16IM405	Management Information Systems	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

**V SEMESTER**

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM501	Financial Management	4	100
16IM502	Marketing Management	4	100
16IM503	Human Resource Management	4	100
16IM504	Production and Operations Management	4	100
16IM505	Research Methodology	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

**VI SEMESTER**

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM601	Operations Research	4	100
16IM602	International Business	4	100
16IM603	Strategic Management	4	100
16IM604	Decision Support Systems	4	100
16IM605	Mini Project*	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

**VII SEMESTER**

<b>Code</b>	<b>Subject Code</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM701	Knowledge Management	4	100
16IM702	Strategic Cost Management	4	100
16IM703	Elective - 1	4	100
16IM704	Elective - 2	4	100
16IM705	Elective - 3	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

**VIII SEMESTER**

<b>Code</b>	<b>SUBJECT TITLE</b>	<b>Credits</b>	<b>Max. Marks</b>
16IM801	Total Quality Management	4	100
16IM802	Project Management	4	100
16IM803	Elective - 4	4	100
16IM804	Elective - 5	4	100
16IM805	Elective - 6	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## IX SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
16IM901	Intellectual Property Rights	4	100
16IM902	Corporate Governance	4	100
16IM903	Elective - 7	4	100
16IM904	Elective - 8	4	100
16IM905	Elective - 9	4	100
<b>Total</b>		<b>20</b>	<b>500</b>

## X SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
16IM1001	Major Project Report	10	250
16IM1002	Project Seminar **	4	100
16IM1003	Viva - Voce	4	100
<b>Total</b>		<b>18</b>	<b>450</b>

## VII SEMESTER

### HR

	SUBJECT TITLE
<b>Elective -1</b>	HR Planning
<b>Elective -2</b>	Leadership Management
<b>Elective -3</b>	Compensation and Reward Management

### FINANCE

	SUBJECT TITLE
<b>Elective -1</b>	Security Analysis
<b>Elective -2</b>	Banking and Insurance Management
<b>Elective -3</b>	Advanced Management Accounting

### MARKETING

	SUBJECT TITLE
<b>Elective -1</b>	Consumer Behavior
<b>Elective -2</b>	Rural Marketing
<b>Elective -3</b>	Supply Chain Management

## SYSTEMS

	<b>SUBJECT TITLE</b>
<b>Elective -1</b>	E-Business
<b>Elective -2</b>	RDBMS
<b>Elective -3</b>	Web Designing

## VIII SEMESTER

### HR

	<b>SUBJECT TITLE</b>
<b>Elective -4</b>	Performance Management
<b>Elective -5</b>	Strategic Human Resource Management
<b>Elective -6</b>	Organizational Development & Change Management

### FINANCE

	<b>SUBJECT TITLE</b>
<b>Elective -4</b>	Strategic Financial Management
<b>Elective -5</b>	Portfolio Management
<b>Elective -6</b>	Financial Markets and Services

### MARKETING

	<b>SUBJECT TITLE</b>
<b>Elective -4</b>	Customer Relationship Management
<b>Elective -5</b>	Strategic Marketing Management
<b>Elective -6</b>	Services Marketing

### SYSTEMS

	<b>SUBJECT TITLE</b>
<b>Elective -4</b>	System Analysis & Design
<b>Elective -5</b>	Business Intelligence
<b>Elective -6</b>	Enterprise Resource Planning



## IX SEMESTER

### HR

	<b>SUBJECT TITLE</b>
<b>Elective -7</b>	Global HRM
<b>Elective -8</b>	Labor Welfare & Legislation
<b>Elective -9</b>	Management of Industrial Relations

### FINANCE

	<b>SUBJECT TITLE</b>
<b>Elective -7</b>	Global Financial Management
<b>Elective -8</b>	Risk Management
<b>Elective -9</b>	Tax Management

### MARKETING

	<b>SUBJECT TITLE</b>
<b>Elective -7</b>	Promotion and Distribution Management
<b>Elective -8</b>	Global Marketing Management
<b>Elective -9</b>	Retail Marketing

### SYSTEMS

	<b>SUBJECT TITLE</b>
<b>Elective -7</b>	Cyber Laws & Security
<b>Elective -8</b>	Information Systems & Audit
<b>Elective -9</b>	SAP

#### **\*Mini Project Report**

The student should undergo survey based fieldwork under the guidance of Internal Faculty and submit the report before the completion of VI Semester End Examinations.

#### **\*\* Project Seminar**

The Student should make a presentation before the Internal Faculty before finalizing the Final Project

## ENGLISH LANGUAGE -1

### Unit –I

1. Chapter entitled '*Wit and Humour*' from '*Skills Annexe -Functional English for Success*, Published by Orient Black Swan, Hyderabad
2. Chapter entitled '*Mokshagundam Visvesvaraya*' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad.

L-Listening For Sounds, Stress and Intonation

S-Greeting and Taking Leave, Introducing Oneself and Others (Formal and Informal Situations)

R- Reading for Subject/ Theme

W- Writing Paragraphs

G-Types of Nouns and Pronouns

V- Homonyms, homophones synonyms, antonyms

### Unit –II

1. Chapter entitled "*Cyber Age*" from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad.

- 2 Chapter entitled '*Three Days To See*' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad.

L – Listening for themes and facts

S – Apologizing, interrupting, requesting and making polite conversation

R- for theme and gist

W- Describing people, places, objects, events

G- Verb forms

V- noun, verb, adjective and adverb

### Unit –III

1. Chapter entitled '*Risk Management*' from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad

2. Chapter entitled '*Leela's Friend*' by R.K. Narayan from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad.

L – for main points and sub-points for note taking

S – giving instructions and directions; Speaking of hypothetical situations

R – reading for details

W – note-making, information transfer, punctuation

G – present tense

V – synonyms and antonyms

#### **Unit –IV**

1. Chapter entitled '*Human Values and Professional Ethics*' from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad
2. Chapter entitled '*The Last Leaf*' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad

L -Listening for specific details and information

S- narrating, expressing opinions and telephone interactions

R -Reading for specific details and information

W- Writing formal letters and CVs

G- Past and future tenses

V- Vocabulary - idioms and Phrasal verbs

#### **Unit –V**

1. Chapter entitled '*Sports and Health*' from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad

2. Chapter entitled '*The Convocation Speech*' by N.R. Narayanmurthy' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad

L- Critical Listening and Listening for speaker's tone/ attitude

S- Group discussion and Making presentations

R- Critical reading, reading for reference

W-Project proposals; Technical reports, Project Reports and Research Papers

G- Adjectives, prepositions and concord

V- Collocations and Technical vocabulary

Using words appropriately

\* Exercises from the texts not prescribed shall also be used for classroom tasks.

#### **REFERENCES :**

1. Contemporary English Grammar Structures and Composition by David Green, MacMillan Publishers, New Delhi. 2010.
2. Innovate with English: A Course in English for Engineering Students, edited by T Samson, Foundation Books.
3. English Grammar Practice, Raj N Bakshi, Orient Longman.
4. Technical Communication by Daniel Riordan. 2011. Cengage Publications. New Delhi.
5. Effective English, edited by E Suresh Kumar, A RamaKrishna Rao, P Sreehari, Published by Pearson
6. Handbook of English Grammar & Usage, Mark Lester and Larry Beason, Tata Mc Graw –Hill.
7. Spoken English, R.K. Bansal & JB Harrison, Orient Longman.
8. Technical Communication, Meenakshi Raman, Oxford University Press
9. Objective English Edgar Thorpe & Showick Thorpe, Pearson Education
10. Grammar Games, Renuvolcuri Mario, Cambridge University Press.
11. Murphy's English Grammar with CD, Murphy, Cambridge University Press.

## BUSINESS MATHEMATICS & STATISTICS

### Unit I:

**Logics:** Statements – connectivity – truth tables and values – equivalent and connectivities – contradictions – algebra statements – deductive reasoning – arguments – joint denial – compound statements. **Sets:** Elements – sets – power sets – operation with sets – union – algebra of sets – Cartesian product of two sets – relations – mapping. **Interests and annuities:** Finding interest and sum under simple and compound interest – annuities – perpetuity – discounts.

### Unit II:

**Probability:** Theory of probability – terminology – types – axioms – statistical independence and dependence – Baye's theorem - Permutations and Combinations: factorial notations – finding permutations – combinations – complimentary combinations – finding combinations. **Binomial Theorem:** Random variable - binomial coefficients – finding general, middle and greatest terms – mean and standard deviation of binomial distribution. **Poisson theorem:** Poisson approximations – mean and standard deviations of Poisson probability distribution.

### Unit III:

**Business Statistics:** Definition – concepts – scope – uses – mistrust. **Statistical Plan:** Meaning – steps – brief description of concepts of censuses and sample – primary and secondary data – sources and methods of collection. **Classification and tabulation:** classes – tabulation – principles – frequency distribution: individual, discrete and continuous series.

### Unit IV:

**Diagrammatic and graphic presentation:** One, two and three dimensional diagram – pictograms – cartograms – principles. Types of graphs – uses and limitations – guidelines. **Data analysis:** measures of central tendencies - Arithmetic mean – median – Ogive curves – mode – geometric and harmonic mean.

### Unit V:

**Measures of dispersion:** Meaning – Range – Quartile deviation – Mean deviation – standard deviation – coefficient of dispersion. **Skewness:** Meaning of skewness, moments and kurtosis – measures of skewness, moments and kurtosis.

### Text Books:

1. Qazi Zameeruddin, VK Khanna and SK Bhambri, Business Mathematics, Vikas Publishing House Private Limited, New Delhi, 2014.
2. Beri G C, Business Statistics, 3<sup>rd</sup> editon, Tata McGraw Hill Education Private Limited, New Delhi, 2010
3. Gupta S P, Statistics, Sultan Chand & sons, New Delhi, 2016.
4. Sanchetti D C and Kapoor V K, Business Mathematics and Business Statistics, Sultan Chand & sons, New Delhi, 2015.
5. Shenoy G V, Srivastava U K, and Sharma S C, Business Statistics, Wiley Eastern Limited, New Delhi.

## **FUNDAMENTALS OF BUSINESS ORGANIZATION**

### **Unit -1:**

**Fundamental Concepts:** Concepts: Business, trade, industry and commerce – Business: Features of business – Trade: Classification, Aids to Trade – Industry: Classification – Commerce - Relationship between trade, industry and commerce - Business Organization: Concept - Functions of Business.

### **Unit II:**

**Entrepreneur:** Meaning - Characteristics of Entrepreneurs – Types of Entrepreneurs – Functions of an entrepreneur - Steps to start Enterprise – Sources of finance: Long Term, Short Term.

### **Unit – III:**

**Forms of Organization:** Sole Proprietorship, Partnership and Joint Hindu Family: Business Organization: Forms of Business Organization – Classification – Factors influencing the choice of suitable form of organization. Sole Proprietorship: –Suitability. Partnership: Meaning – Characteristics – Kinds of partners - Registration of partnership – Partnership deed – Rights and obligations of partners. - Joint Hindu Family Business.

### **Unit - IV:**

**Joint Stock Company-I:** Joint Stock Company: Meaning – Characteristics – Advantages - Kinds of Companies – Difference between private and public companies – Promotion of A Company: Stages- Promoters –Characteristics –Registration –Capital subscription – Commencement of Business – Preparation of Important documents:

### **Unit V:**

**Joint Stock company II:** Memorandum of Association: Significance, Clauses – Articles of Association: Contents – Prospectus: Contents – Statement in lieu of Prospectus - Memorandum of association - Articles of Association and Prospectus - Registration of a company including documents.

### **References:**

- Bhushan Y K: Business Organization and Management, Sultan Chand
- RK Sharma and Shashi K.Gupta: Industrial Organization and Management, Kalyani
- CB Gupta : Industrial Organization and Management, Sultan Chand
- Sherlekar etal: Business Organization and Management, Himalaya
- Talloo: Business Organisation and Management. TMH.
- Maheswari, Business Organization and Management, IBH, 2011.
- RK Sharma and Shashi K.Gupta: Industrial Organization and Management, Kalyan
- Aryasree & Murthy: Industrial Organistion & Manaement, Tata Mc Graw Hill.

# FINANCIAL ACCOUNTING - I

## Unit –I

**Introduction to accounting** - objectives and Principles - accounting concepts and conventions, journal accounting.

## Unit – II

**Ledger:** Positing - Subsidiary books - Errors of Rectification - Trail Balance - Suspense accounts -

## Unit –III

**Valuation of fixed assets:** Depreciation of fixed assets - Methods of deprecation – Bank reconciliation Statement -

## Unit – IV

**Final Accounts :** Trading Accounts – Profit and Loss account - Balance sheet - with adjustments – Statements of Non-Profit Organization.

## Unit – V

**Ratio analysis:** Limitations of Financial Statement – Ratios - liquidity, leverage, solvency and profitability ratios – Funds flow statement - Statement of Changes in Working Capital Statement.

## References:

- Paresh Shah: “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2012.
- Narayana Swamy, “Financial Accounting & Analysis” PHI, 2012.
- Aryasri: Accounting and Financial Management, McGraw-Hill, 2011.
- V.Rajasekharam “Financial Accounting & Analysis” Pearson Education, New Delhi, 2012
- Ranjan Kumar Bal: “Financial Accounting & Analysis”, S.Chand, New Delhi, 2012
- N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
- Ashish K .Bhattacharya “Financial Accounting & Analysis” PHI, 2012.

# FUNDAMENTALS OF COMPUTERS

## Unit I

**1. Introduction to Computer :** Hardware: Input / output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system. Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

## Unit II

**Operating Systems:** WINDOWS XP: Basic Operations, utilities and features. UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.). (Students should be familiar with these concepts but there will be no questions from topics)

## Unit III

**Application Software:** (MS-Office XP 2003) MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects. MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard

## Unit IV

**E-Business:** Fundamentals - E-Business framework, E-Business application - Technology Infrastructure for E-Business -Mobile computing, framework, wireless technology and switching method - E-Business Models - Elements of Business models, B2B, B2C models 10

## Unit V

**Payment Systems:** Type of E-payment, digital token-based e-payment, smart card, credit card payment systems - risk on e-payment - Security Environment - Security Threats - Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.

**References:**

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Pearson Education, Reprint 2009 New Delhi
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Pearson Education Reprint 2009, New Delhi.
3. Laudon and Traver. Ecommerce: Business Technology Society, 4th Edition 2009 Pearson Education, New Delhi
4. Schneider, E-Commerce Strategy technology and implementation, 1st edition, 2008, Cengage Learning, India
5. Elias M. Awad, Electronic Commerce, PHI Learning. 2009
6. Rayudu C. S. e-Business, 2007, Himalaya Publishing House.



# **ACADEMIC REGULATIONS & COURSE STRUCTURE**

**For**

**DUAL DEGREE MBA (PREVIOUSLY MAM)**

*(Applicable for batches admitted from 2016-2017)*



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA  
KAKINADA - 533 003, Andhra Pradesh, India**

## REVISED COURSE STRUCTURE 2013

### VIII SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
13BAM801	Project Management	4	100
13BAM802	Intellectual Property Rights	4	100
13BAM803	Decision Support Systems	4	100
13BAM804	Elective - III	4	100
13BAM805	Elective - IV	4	100
13BAM806	Seminar*	2	50
<b>Total</b>		<b>22</b>	<b>550</b>
<b>At the end of IV Year</b>		<b>Total</b>	<b>180</b>
			<b>4500</b>

### IX SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
13BAM901	Industrial Safety and Security	4	100
13BAM902	Leadership Management	4	100
13BAM903	Knowledge Management	4	100
13BAM904	Elective - V	4	100
13BAM905	Elective - VI	4	100
13BAM906	Seminar*	2	50
<b>Total</b>		<b>22</b>	<b>550</b>

### X SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
13BAM1001	Major Project Report**	10	250
13BAM1002	Project Seminar	4	100
13BAM1003	Comprehension Viva - Voce	4	100
<b>Total</b>		<b>18</b>	<b>450</b>

**Elective - I**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Consumer Behavior
<b>Finance</b>	Banking & Insurance Management
<b>HRM</b>	Performance Management
<b>Systems</b>	Relational Data Base Management Systems

**Elective - II**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Sales and Distribution
<b>Finance</b>	Investments Management
<b>HRM</b>	Training and Development
<b>Systems</b>	Enterprise Resource Planning

**Elective - III**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Integrated Marketing Communications
<b>Finance</b>	Financial Systems & Services
<b>HRM</b>	Management of Industrial Relations
<b>Systems</b>	Business Intelligence

**Elective - IV**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Retail Management
<b>Finance</b>	Strategic Financial Decisions
<b>HRM</b>	Compensation Management
<b>Systems</b>	E-Business

**Elective - V**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	Services Marketing & Logistics Management
<b>Finance</b>	International Financial Management
<b>HRM</b>	Management of Change
<b>Systems</b>	Cyber Laws & Security

**Elective - VI**

	<b>SUBJECT TITLE</b>
<b>Marketing</b>	International Marketing
<b>Finance</b>	Financial Risk Management & Derivatives
<b>HRM</b>	Global HRM
<b>Systems</b>	Information Systems & Audit

### **\*Seminar**

Student requires to prepare and submit a report on conceptual understanding of any one of the subjects of the respective semester and expected to present the same in the form of PPT in the class room. The report may consist 20-25 pages.

### **\*\*Mini Project Report**

Student has to undergo practical training for a period of **4 (Four) weeks** in an industry after completion of **Fourth Semester** end Examination. In training period, the student should prefer to work on any specific problem, and submit the report before end of **Sixth Semester**. The Project evaluation and Comprehensive viva-voce is conducted by inter examiner.



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA

## MBA II SEMESTER SYLLABUS (R16 REGULATIONS)

### FINANCIAL MANAGEMENT

#### UNIT 1

**Financial Management:** Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

#### UNIT 2

**Financing Decision:** Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

#### UNIT 3

**Investment Decision:** Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Pay back period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

#### UNIT 4

**Dividend Decision:** Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

#### UNIT 5

**Liquidity Decision:** Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References:*

1. P. Vijaya Kumar, P.S. Ravindra, Kiran Kumar, “Financial Management”, Himalaya Publishing House PVT.Ltd, 2014
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi, 2012
3. Brigham, E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.

6. RM Srivastava, Financial Management, Himalaya Publishing house, 4<sup>th</sup> edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,

# HUMAN RESOURCE MANAGEMENT

## UNIT 1

**HRM:** Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

## UNIT 2

**Investment perspectives of HRM:** HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

## UNIT 3

**Performance Appraisal:** Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

## UNIT 4

**Wage and Salary Administration:** Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms

## UNIT 5

**Managing Industrial Relations:** Trade Unions - Employee Participation Schemes- Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## References

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “*Human Resource Management: A South-Asian Perspective*”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “*Human Resource Management*”, Excel Books, New Delhi, 2010

# MARKETING MANAGEMENT

## UNIT 1

**Introduction to Marketing:** Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

## UNIT 2

**Market Segmentation and Targeting:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

## UNIT 3

**Pricing Strategy:** Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

## UNIT 4

**Marketing Communication:** Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

## UNIT 5

**Marketing Organization and Control:** Evolution of Marketing Department - Organizing the Marketing Department - , Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## *References*

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.



# PRODUCTION & OPERATIONS MANAGEMENT

## UNIT 1

**Introduction:** Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

## UNIT 2

**Production Planning and Control:** Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

## UNIT 3

**Managing of Work Environment:**– Automation --Technology Management -Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

## UNIT 4

**Quality Improvement:** Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

## UNIT 5

**Stores Management:** Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis–importance in cost reduction – concepts and procedures.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## References

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. AlanMuhlemann, JohnOakland,jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi,2013.

# **BUSINESS RESEARCH METHODS**

## **UNIT 1**

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

## **UNIT 2**

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

## **UNIT 3**

Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

## **UNIT 4**

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

## **UNIT 5**

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### ***References***

1. Navdeep and Gupta : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. William G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.

5. Cooper R.Donald and Schindler S. Pamela: "***Business Research Methods***", 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: "**Research Methodology**", Everest Publishing House, New Delhi, 2010.

## ORGANIZATIONAL BEHAVIOR

### UNIT 1

**Introduction** - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.

### UNIT 2

**Perceptual Management:** Nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - Types – Changes and Behavior Modification Techniques.

### UNIT 3

**Personality Development:** Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - Theories, Creativity and Creative - Thinking. Leadership nature and skills. - Decision Making Process: Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.

### UNIT 4

**Inter-Personal Communication:** Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

### UNIT 5

**Organizations:** Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles and Design of Organizations, Organizational Culture, Power and Authority. . Organizational Development processes, Change – Resistance to Change.- Interventions, OD techniques and applications.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References

1. K.Aswhathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.
3. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.
5. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA KAKINADA

## **MBA (REGULAR – R16) III SEMESTER SYLLABUS**

### **STRATEGIC MANAGEMENT**

#### **UNIT 1**

**Introduction:** Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Drafting a strategy - Industry and Competitive Analysis

#### **UNIT 2**

**Environmental Scanning and leadership:** Methods. SWOT Analysis –Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.

#### **UNIT 3**

**Strategy Formulation :** Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

#### **UNIT 4**

**Strategy Implementation :** Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

#### **UNIT 5**

**Strategy Evaluation and control** – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### ***References***

1. Vijaya Kumar P., Hitt A: **Strategic Management**, Cengage learning, New Delhi,2010
2. John A PearceII, Amita Mital: “**Strategic Management**”, TMH, New Delhi, 2012.

3. Sanjay Mohapatra: “**Cases Studies in Strategic Management**”, Pearson, New Delhi,2012
4. Adrian Haberberg&Alison: **Strategic Management**, Oxford University Press, New Delhi, 2010
5. P.Subba Rao: “**Business Policy and Strategic Management**” Text and Cases, Himalaya Publishing House, New Delhi, 2011
6. .Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “**Strategic Management and Business Policy**”, Excel Books, New Delhi, 2012

## LEGAL ASPECTS OF BUSINESS

### UNIT 1

**Importance of Commercial Law:** The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration – Free Consent – Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

### UNIT 2

**Sales of Goods Act:** Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale – Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986: Consumer Right – Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.

### UNIT 3

**Contract of Agency:** Kinds of Agents – Creation of Agency- Duties and Rights of Principal and Agents- Principal's Liability for the Acts of the Agent-Liability of Agent – Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.

### UNIT 4

**Indian Partnership Act, 1932:** Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

### UNIT 5

**Company Act 1956:** Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association – Kinds of Shares – Duties of Directors-Winding up.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Ravindra Kumar: “**Legal Aspects of Business**”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “**Business Legislation for Management**”, Vikas Publishing House, New Delhi, 2012
3. Pathak: “**Legal Aspects of Business**”, Tata McGraw Hill, New Delhi, 2010
4. S.N.Maheshwari, S.K.Maheshwari: “**A Manual of Business Laws**”, Himalaya Publishing House, 2013.
5. P.K.Padhi: “**Legal Aspects of Business**”, PHI Learnings, New Delhi, 2013

# BUSINESS ETHICS AND CORPORATE GOVERNANCE

## UNIT 1

**Importance of Business Ethics:** Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

## UNIT 2

**Impact of Globalization on Indian Business Ethics:** Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

## UNIT 3

**Ethics in Marketing, HRM and Finance:** Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

## UNIT 4

**Corporate Governance:** An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

## UNIT 5

**Corporate Governance Indian Scenario:** Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References:*

1. S.K.Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “**Cases in Business Ethics**”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH., New Delhi, 2011.
5. A.C.Fernando: “**Business Ethics and Corporate Governance**”, Pearson Publishers, New Delhi, 2013.



## Electives - HR

### LEADERSHIP MANAGEMENT

#### Unit 1:

**Organisational Leadership:** Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddin's 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

#### Unit 2:

**Leadership Motivation, Culture:** Motivation Theories for Leadership: Maslow's, Herzberg, X, Y and Z theories of Motivation - Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy - Porter and Lawler Theories. - Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural.

#### Unit 3:

**Leadership Development:** Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance – Developing and Maintaining positive attitude for effective leading.

#### Unit 4:

**Strategic Leadership:** Leader Self management: significance - Developing self esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

#### Unit 5:

**Leadership in the cross cultural context:** Leadership across Globe: Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Reference Books:**

1. Peter G. Northouse, **Leadership**, 2010, Sage. Publication.
2. Richard L. Daft **“Leadership”** Cengage Learning 2005.
3. Uday Kumar Haldar **“Leadership and Team Building”** Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy **“Leadership”** Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lorange, **Thought leadership Meets Business**, 1st edition, 2009, Cambridge.
6. John ADAIR, **Inspiring Leadership**, 2008, Viva Books.

# COMPENSATION AND REWARD MANAGEMENT

## UNIT 1

**Compensation:** concept and definition – objectives and dimensions of compensation program – factors influencing compensation – Role of compensation and Reward in Modern organizations- Compensation as a Retention strategy- aligning compensation strategy with business strategy – concept of reward - non-financial compensation system-Reward management process - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.

## UNIT 2

**Job evaluation and Compensation Structure:** Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure-History and past practices, elements of ,management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys-Incentive payments and its objectives.

## UNIT 3

**Wage and Salary administration:** Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-Importance-Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.

## UNIT 4

**Control systems for labour costs:** Introduction-Direct and Indirect labour , Role of various departments-The personnel department-Industrial engineering department-Types of worker-Payroll department-Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.

## UNIT 5

**Pay Structure and Tax Planning:** Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Dr. Kanchan Bhatia “**Compensation Management**”, Himalaya Publishing House, New Delhi 2012.
2. A.M.Sarma, N.Sambasiva Rao: “**Compensation and Performance management**”, Himalaya Publishing House, Mumbai
3. Dewakar Goel:“**Performance Appraisal and Compensation Management**”, PHI Learning, New Delhi, 2012
4. ER Soni Shyan Singh ‘**Compensation Management**’ – Excel Books, New Delhi – 2008.

5. Mousumi S Bhattacharya Nilanjan Sengupta , **“Compensation Management”** – Excel Books, New Delhi – 2009
6. Tapomoy Deb **“Compensation Management”** – Excel Books, New Delhi – 2009

# PERFORMANCE MANAGEMENT

## Unit-1

**Introduction:** –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance –Linkage of PM to other HR processes-Performance Audit.

## Unit-2

**Performance Management Planning:** Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers to performance planning-Competency Mapping-steps-Methods.

## Unit-3

**Management System:** objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges-Appraisal for recognition and reward-Purpose of Appraising –Methods of Appraising-Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.

## Unit-4

**Performance Monitoring and Counseling:** Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills

## Unit-5

**Performance management skills** – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## References

1. Prem Chadha: “**Performance Management**”, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, “**Performance Management**”: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, “**Appraising and Developing Managerial Performance**”, Excel Books, 2003.
4. David Wade and Ronad Recardo, “**Corporate Performance Management**”, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: “**Performance Appraisal and Compensation Management**”, PHI Learning, New Delhi, 2009
6. A.M. Sarma “**Performance Management Systems**” Himalaya Publishing House, New Delhi, 2010.

# STRATEGIC HUMAN RESOURCE MANAGEMENT

## UNIT-1

**Human Resource Strategy:** Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

## UNIT-2

**Strategic Human Resource Planning:** Objectives, benefits, levels of strategic planning- Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

## UNIT-3

**Strategy Implementation:** Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

## UNIT-4

**Strategic Human Resource Development:** Concept of Strategic Planning for HRD- Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

## UNIT-5

**Human Resource Evaluation:** Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Charles R. Greer: “**Strategic Human Resource Management**” - A General Manager Approach - Pearson Education, Asia
2. Fombrum Charles & Tichy: “**Strategic Human Resource Management**” - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar “**Strategic Human Resource Management**” Everest Publishing House, Pune 2009
4. Tanuja Agarwala “**Strategic Human Resource Management**” Oxford University Press, New Delhi 2014

5. Srinivas R Kandula “**Strategic Human Resource Development**” PHI Learning PVT Limited, New Delhi 2009
6. Dreher, Dougherty “**Human Resource Strategy**” Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008

## FINANCE

### SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

#### **Unit-I:**

**Concept of Investment Education:** Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

#### **Unit-II:**

**Equity and Bond Valuation Models** – Preference Shares and Equity Shares Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

#### **Unit-III:**

**Investment Analysis:** Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

#### **Unit-IV:**

**Portfolio Analysis and Selection:** Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems)

#### **Unit-V:**

**Portfolio Evaluation and Revision:** Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems)

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **References**

1. S. Kevin: “**Security Analysis and Portfolio Management**”, PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: “**Security Analysis and Portfolio Management**”, Vikas Publishing House, New Delhi, 2009



3. Sudhendra Bhat: **“Security Analysis and Portfolio Management”**, Excel Books, New Delhi, 2009.
4. Shashi K Gupta: **“Security Analysis and Portfolio Management”**, Kalyani Publishers, New Delhi, 2010
5. Prasanna Chandra, **“Investment Analysis and Portfolio Management”**, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
6. Ranganatham : **“Investment Analysis and Portfolio Management”** Pearson Education.

# BANKING AND INSURANCE MANAGEMENT

## UNIT 1

**Introduction to Banking:** Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.

## UNIT 2

**Uses of Bank Funds:** Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

## UNIT 3

**Regulation and Innovations in Banking System:** Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

## UNIT 4

**Introduction to Insurance:** Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

## UNIT 5

**Life Insurance and General Insurance:** The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products- Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## ***References***

1. Peter.S.Rose & Sylvia. C. Hudgins: “**Bank Management & Financial Services**”, Tata McGraw Hill New Delhi, 2010,
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“**Risk Management & Insurance**”, Cengage Learning, New Delhi
3. Reddy K S and Rao R N: “**Banking & Insurance**”, Paramount Publishing House 2013.
4. Vasant Desai: “**Banks & Institutional Management**”, Himalaya Publishing House 2010.
5. Harold. D. Skipper & W. Jean Kwon: “**Risk Management & Insurance, Perspectives in a Global Economy**”, Blackwell Publishing New Delhi.
6. NIA: “**Life Insurance Principles and Practices**”, Cengage Learning, New Delhi,2013.
7. Neelam C.Gulati: “**Banking and Insurance: Principles and Practice**”, Excel Books, New Delhi 2011.

## ADVANCED MANAGEMENT ACCOUNTING

### Unit – 1:

**Introduction:** Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO)-Management information System.

### Unit - 2:

**Financial Analysis:** Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis.-Ratio Analysis – Trend analysis – Deprecation Models.

### Unit- 3:

**Budget – Budgetary Control:** – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

### Unit-4:

**Marginal Costing:** Cost Concepts for Decision making – Decision Making Process – Decision Situations-Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision - Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer .

### Unit – 5:

**Standard Costing:** Standard Costing and historical costing – Establishment of cost standards – steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Charles T. Horn Gaxy L. Sundem.: “**Introduction to Management Accounting**” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “**Management Accounting**” Sahitya Bhawan Publications, Agra 2002.
3. Manmohan and Goyal: “**Management Accounting**” Pearson Education.
4. V. Krishna Kumar: “**Management Accounting**” Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: “**Practical Problem in Management Accounting**” Tata Mc Graw Hill, New Delhi.
6. S.P. Jain and K.L. Narang: “**Advanced Cost and Management Accounting**” Kalyani Publishers, New Delhi.

## STRATEGIC FINANCIAL MANAGEMENT

### Unit-I:

**Corporate Policy:** Strategic Financial Planning- changing complexion of regulatory framework - Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure.

### Unit-II:

**Corporate Financial Strategies:** Capital Structure Planning- EBIT, EPS, ROE analysis- Shareholders' Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm – Growth and External Financing Requirement. (Problems)

### Unit-III:

**Corporate Investment Strategy:** Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision- Long term investment plans analysis with risk and return. (Problems)

### Unit-IV:

**Corporate Financial Engineering:** Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. (Problems)

### Unit-V:

**Corporate Restructuring:** Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts- Buy back shares – Alignment of Interest – Corporate Governance . (Problems)

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Coper and Weston: “**Financial Theory and Corporate Policy**”
2. Braley and Myers: “**The Principles of Corporate Finance**”. Mc.Graw Hill, N.Y.1993.
3. Prasanna Chandra : “**Financial Management**” Theory and Practice.
4. I.M. Pandey – “**Financial Management**” Vikas Publishers, New Delhi.

# MARKETING

## CONSUMER BEHAVIOR

### UNIT- 1

**Introduction to Consumer Behavior:** Understanding consumers and market segments. Evolution of consumer behavior, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model.

### UNIT- 2

**Psychological Foundations of Consumer Behavior:** Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

### UNIT- 3

**Communication and Consumer Behavior:** Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior.

### UNIT -4

**Consumerism:** The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

### UNIT- 5

**Consumer Protection:** Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Ramneek Kapoor, Nnamdi O Madichie: “**Consumer Behavior**” Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “**Consumer Behavior insight from Indian Market**”, PHI Learning, New Delhi, 2011
3. M.S.Raju: “**Consumer Behavior Concepts, applications and Cases**”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, “**Consumer Behavior**” 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L “**Consumer Behavior**”, 8/e, Pearson Education, New Delhi, 2003.

# RETAIL MANAGEMENT

## UNIT 1

**Basic concept of retailing:** Retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.

## UNIT 2

**Retail strategy:** market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

## UNIT 3

**Retail location** – Types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.

## UNIT 4

**Store layout and design:** Store operations and inventory management- Merchandise planning and control - Buying merchandise – Developing Assortment plan.

## UNIT 5

**Retail Pricing Strategy:**, Category Management, Customer services – Retail branding - International retailing – Promotional strategies – advertising, sales promotion, Store atmosphere.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Sheikh and Kaneez Fatima, “**Retail Management**”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:“**The Art of Retailing**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. Sivakumar, A, “**Retail Marketing**”, Excel Books, New Delhi, 2007
4. Swapna Pradhan, “**Retail management**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
5. Berman Barry, Joel R. Evans and Mini Mathur, “**Retail Management-A Strategic Approach**”, Pearson Education, New Delhi, 2011.
6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”**Retail Management**”, Oxford University Press, New Delhi, 2012.

# CUSTOMER RELATIONSHIP MANAGEMENT

## UNIT 1

**Introduction:** Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM – Integrated CRM system –Planning and Managing CRM Programme - Application areas.

## UNIT 2

**CRM as an integrated business strategy:** Nature of CRM strategy – Contents of CRM Strategy – Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.

## UNIT 3

**CRM marketing aspects:** Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.

## UNIT 4

**Analytical CRM:** Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results

## UNIT 5

**Operational CRM and CRM implementation:** Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

### References:

1. Ed Peelen: “**Customer Relationship Management**” Pearson, Education
2. Roger J Baran, Robert J Galka and Daniel P Strunk: “**Customer Relationship Management**” Cengage learning
3. S.Shanmuga sundaram: “**Customer Relationship Management**” Prentice Hall of India.



# STRATEGIC MARKETING MANAGEMENT

## UNIT – 1

**Introduction :** Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities - Resource Requirements – Time scaling - Processes: Strategic Marketing Planning Process - Strategic Marketing Analysis- marketing strategy objective setting- perceptual mapping - factor analysis, Option Evaluation, Choice – Formulation and Implementation and Control Links to corporate strategy: Mission statement, organisational structure and corporate responsibility and ethics - dynamic strategy

## UNIT -2

**Strategic Marketing Strategy:** Models - Organisation, Industry and market environment situation analysis; Porter's Five Forces model - Structure, Conduct and Performance; - Marketing Audit - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics- Direct response marketing strategies - Defensive strategies - Customer retention strategies- Personalised marketing; Payne and Ballantyne's Six markets model

## UNIT -3

**Strategic Marketing Techniques :** Setting marketing objectives and marketing strategy - Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage - Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer - close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps.

## UNIT -4

**Strategic marketing environment :** Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets; rising expectations; technological change; competition; globalisation; importance of customer service; commoditisation; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.

## UNIT - 5

**New Product Developments:** Ability to customize - Ability to handle information to gain competitive advantage - e-marketing position - core focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders- Innovation strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses: emerging themes eg impact of globalisation, the

strength or weakness of competitors, importance of environmental factors, changes in the political environment, the state of the economy, the exchange rate, health and safety factors

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. Devid A Aaker and Damien Mc Loughlior: **“Strategic Marketing Management”**- Global Perspective” Wiley Publications.
2. Jean –Jacques Lambin : **“Strategic Marketing Management”**, McGraw –Hill,
3. Nag A: **“Strategic Marketing”**. MacMillons
4. Srinivas R, Lohith C.P.: **“Strategic Marketing and Innovation”** for Indian MSMEs”, Springer Publication.
5. Graeme Drummond, John Ensor, Ruth Ashfor: **“Strategic Marketing Planning and Control”**, Elsevier Publication.
6. Kotler P and Keller K L: **“A Framework for Marketing Management”**, Pearson Education, 2008

## SYSTEMS

### E-BUSINESS

#### UNIT 1

**Introduction to E-Business:** Transitioning to the Web – E-Business and E-Commerce overview  
History of Internet and World Wide Web – Web development Internet and World Wide Web  
Resources. A Framework for understanding E-Business.

#### UNIT 2

E-Business Models: Storefront Models, Auction Model, Portal Model and Dynamic-Pricing  
Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior.  
Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and  
Control of the E-Business Plan.

#### UNIT 3

Building an E-Business: Design and Development and Management – E-Business Solutions -  
Online Monetary Transactions. e-Wallets – Digital Currency and Alternate Consumer Payment  
Options .Smart Cards, e-Billing developing payment standards.

#### UNIT 4

**Internet Marketing:** Branding, Promotions, E-Business Advertising – E-Customer Relationship  
Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e-  
CRM Solutions

#### UNIT 5

**Legal and Ethical Issues:** Privacy and confidentiality on the Internet Other Legal areas like  
Defamation IPR and Patents, Trade mark Unsolicited Commercial e-Mail (Spam) Online  
Contracts and User Agreements. Cyber Crime – Internet Taxation Issues

**Relevant cases have to be discussed in each unit and in examination case is compulsory  
from any unit.**

#### *References*

1. Hanson: “**E-Commerce and Internet Marketing**”, Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: “**E-Business and E-Commerce**” for Managers, Pearson Publication.
3. David Whiteley: “**E-Commerce- Strategy Technologies and Applications**” Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: “**E-Commerce–Concepts, Models & Strategies**” Himalaya Publishing house, Mumbai, 2003.
5. Kamallesh K Bajaj & Debjani Nag: “**E-Commerce**”, the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2002.
6. Bharat Bhaskar: “**Electronic Commerce**”, Tata Mc-Graw-Hill, New Delhi, 2003.

## **RELATIONAL DATA BASE MANAGEMENT SYSTEMS (RDBMS)**

### **UNIT - 1**

**Database Systems:** Evolution- File Oriented Systems- Database Models- database System Components- Database Systems in the Organization- Data sharing - Strategic Database - Planning database and Management Control- Risks and Costs in Databases- Database development.

### **UNIT - 2**

**Database Design:** Principles of Conceptual Database- Design Conceptual Data Models- Aggregation- Modeling conceptual Objects vs. Physical Objects- Relational Data Model- Fundamental Concepts-Normalization-Transforming a conceptual model - Relational Model- Relational Database Implementation- Relational Algebra and Calculus.

### **UNIT - 3**

**SQL-Schema and Table Definition:** Data Manipulation- View Definition Graphical Query Language- Client-Server Databases - Defining Database Tables and Server - Data Manipulation and Programming- Developing Client Applications

### **UNIT - 4**

**Physical Database Systems:** Storage Media- Disk Performance – Factors File Organisation- Implementing Logical Relationships- Mapping logical Data Structures to Physical Structures- Secondary Keys – Access Database Administration and Control - DBA Functions- DBA Goals Database Integrity- Database Security- Database Recovery

### **UNIT - 5**

**Distributed Database Systems:** Design.- Query Processing- Data Integrity Recovery- Client/Server Systems- DBMS Selection and Implementation- Information Needs- DBMS Functions and Capabilities-Classifying DBMS feature requirement Evaluation Models- Implementation Issues- Case studies of RDBMS package such as ORACLE/MS-SQL Server.

**(Lab Sessions to be conducted wherever it is required)**

### **REFERENCES:**

1. Mc Fadden-Benjamin: “**Modern Database Management**” Cummings Publishing Company
2. Bipin C.Desai: “**An Introduction to Database System**” West Publishing Company
3. Gary Hansen & James. Hansesn: “**Database Management & Design**” Prentice Hall

4. Alexis Leon & C.K. Thomas DB2 (IBM Database 2), **“The Complete Book for Application Programmers”**, Comdex Computer Publication a division of Pustak Mahal.
5. Prof. S. Nandagopalan, **“Database Management Systems”** A Practical Approach”, Sapna Book House, Bangalore.

## WEB DESIGNING

### Unit: 1

**Web Fundamentals** – Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers (Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

### Unit: 2

**Hyper Text Transfer Protocol (HTTP):** Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E-mail Client.(lab sessions to be conducted)

### Unit 3

**Hyper Text Markup Language (HTML):** Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

### Unit 4

**Cascading Style Sheets (CSS)** Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

### Unit 5

**JavaScript** Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted).

**(Lab Sessions to be conducted wherever it is required)**

### TEXT BOOKS:

1. Uttam K Roy : “**Web Technologies**” — Oxford University Press, 2010
2. Jon Duckett: “**HTML & CSS: Design and Build Websites**” – John Wiley & Sons, 2014.

## SYSTEMS ANALYSIS AND DESIGN

### UNIT-1

**Systems Analysis and Design:** Meaning - System Analyst: Role and Responsibilities. Strategies of System Design and Development - Principles of System Development - Tools of System Development - Requirements Analysis: Strategies - Fact-finding – Feasibility Analysis - Documenting: DFD, DD, DT, Decision Trees,

### UNIT-2

**System Design:** Objectives - Physical Vs. Logical Design- Areas of System Design: Input Design: Data Capture - GUI controls - prototype design - Process Design - Modeling Applications - Information Technology Architecture - Output Design - Principles - Prototype – Interface – Display – Forms Design.

### UNIT-3

**Procedure Design:** Code Design – File Design – Methods – Storage Structures – Software Design – Techniques – Principles.

### UNIT-4

**System Testing:** Types – Approaches – Quality Assurance – Assessing Reliability – Documentation – Training the users and operating personnel.

### UNIT-5

**System Implementation:** Strategies and Techniques Conversion Methods – System support and maintenance system crash – Recovery- System Evaluation Techniques.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Whitten.L. Jeffery: Bentley. D. Lonnie: “**System Analysis and Design Methods**” Tata Mc. Graw Hill, New Delhi.
2. Senn. A.James: “**Analysis and Design of Information System**” Mc. Graw Hill, New York.
3. Davis. B. Gordeon, Olson, H.Margrethe: “**Management Information Systems**” Conceptual Foundations, Structure and Development, Mc.Graw Hill, New York.
4. Garg.K.Vinod, Srinivasan, S: “**Work book on Systems Analysis & Design**” Prentice Hall of India Pvt. Ltd., New Delhi.
5. Rajaraman, V. “**Analysis and Design of Information System**” Prentice Hall of India Pvt. Ltd., New Delhi.
6. Vigya Charya R. Bansal, “**Information System Analysis and Design**” A Modern Approach to System Development, New Age International Publishers, New Delhi.



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA  
SCHOOL OF MANAGEMENT STUDIES

**MBA (REGULAR – R16) IV SEMESTER SYLLABUS**  
**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**UNIT 1**

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

**UNIT 2**

**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.

**UNIT 3**

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

**UNIT 4**

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

**UNIT 5**

**Managing global Logistic:** Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**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. D.K.Agrawal: "Distribution and Logistics Management", MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: "Supply chain Management: Strategy, Planning and Operation", Pearson Education, New Delhi 2013
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009

# ENTREPRENEURSHIP DEVELOPMENT

## UNIT 1

**Entrepreneurship:** Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

## UNIT 2

**Training:** Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes

## UNIT 3

**Planning and Evaluation of Projects:** Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

## UNIT 4

**Small and Micro Enterprises:** Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.

## UNIT 5

**Institutional Support to Entrepreneur and MSMEs:** Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi,
3. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
- 4.B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
- 5.Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi,2012
6. P.C.Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011

# HR ELECTIVE 5

## ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT

### UNIT 1

**Basics of Change Management:** Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

### UNIT 2

**Mapping change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization

### UNIT 3

**Organization Development (OD):** Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners

### UNIT 4

**Negotiated Change:** Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

### UNIT 5

**Team Building:** Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team - High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
5. Radha R Sharma: Change Management, TMH, New Delhi, 2012

# HR ELECTIVE 6

## Global HRM

### UNIT 1

**Introduction:** A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

### UNIT 2

**Managing International Assignments:** Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.

### UNIT 3

**Cross Culture Management:** Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

### UNIT 4

**Compensation Management:** Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

### UNIT 5

**Global Strategic Advantages through HRD:** Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References:*

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
2. NilanjanSen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
3. Tony Edwards :“International Human Resource Management”, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.

# HR ELECTIVE 7

## LABOR WELFARE & LEGISLATION

### UNIT 1

**Welfare Legislation:** Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

### UNIT 2

**Industrial Relations Legislation:** Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

### UNIT 3

**Wage and Social Security Legislation:** Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 - Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

### UNIT 4

**Labour Welfare:** Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

### UNIT 5

**Labour welfare programmes:** Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow,1977
5. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi.
6. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.

# **HR ELECTIVE 8**

## **MANAGEMENT OF INDUSTRIAL RELATIONS**

### **UNIT 1**

**Industrial Relations Management:** Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

### **UNIT 2**

**Trade Unions:** Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.

### **UNIT 3**

**Quality of Work Life:** Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace.Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

### **UNIT 4**

**Social Security:** Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to social security – Workers’ education objectives -Rewarding.

### **UNIT 5**

**Employee Grievances:** Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### ***References***

1. C.S Venkataratnam: “**Industrial Relations**”, Oxford University Press, New Delhi, 2011
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013
3. Mamoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: “**Industrial Relations**” Excel Books, New Delhi, 2010
5. Arun Monappa: “**Industrial Relations**”, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
7. Ratna Sen: “**Industrial Relations**”, MacMillon Publishers, New Delhi, 2011

# FINANCE ELECTIVE 5

## FINANCIAL MARKETS AND SERVICES

### UNIT 1

**Structure of Financial System:** Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

### UNIT 2

**Financial Services:** Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

### UNIT 3

**Venture Capital:** Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

### UNIT 4

**Credit Rating:** Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

### UNIT 5

**Mutual Funds:** Concept and Objectives, Functions and Portfolio Classification, Organization and Mangement, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
3. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
- 4 Edminister R.D., Financial Institution, Markets and Management:
5. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

# FINANCE ELECTIVE 6

## GLOBAL FINANCIAL MANAGEMENT

### UNIT 1

**Introduction to Global Financial Management:** Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System- Exchange Rates and Par Values- International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation.

### UNIT 2

**Management of Exchange and Interest Rates Exposure:** Determination of Exchange Rates- Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow- Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk- Management of International Transactions Exposure.

### UNIT 3

**Management of Global Business Operations and Practices:** Operational Strategies of MNCs- Management of Global Business Practices- Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.

### UNIT 4

**International Investment Decision :** Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment- International Global Financial Decisions- Role of Multi Lateral Development Banks- Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.

### UNIT 5

**Global Indebtedness:** External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short -Term Financing- Internal Financing by MNCs.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Jeff Madura, “ International Financial Management” Cengage Learning Limited, 2008.
2. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, “International Financial Management” PHI, 2012.
4. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009



# FINANCE ELECTIVE 7

## RISK MANAGEMENT

### UNIT 1

**Introduction to Risk Management:** Role of Financial Institutions- Future Trends and Global Issues- Financial Services provided by Intermediaries- Need of Risk Management- What is Risk- Sources of various Risk- Risk Management frame work in Organization- Identification of Risks like Liquidity Risk, Market Risk, Foreign Exchange Risk, Operational Risk etc.

### UNIT 2

**Measurement of Risks:** Measurement of Interest Rate Risk and Market Rate Risk- Measurement of Credit Risk- Measurement of operational and Technology Risk- Measurement of Foreign Exchange and Sovereign Risk- Measurement of Liquidity Risk- Measurement of Off Balance Sheet Risks.

### UNIT 3

**Management of Risks:** Risk Management Tools- Interest Rate Risk Management- Market Risk Management- Credit Risk Management- Operational Risk Management- Foreign Exchange and Sovereign Risk Management- Liquidity Risk Management- Management of Capital Adequacy- Risk Reporting

### UNIT 4

**Regulatory and Other Issues in Risk Management:** Regulatory Frame Work- Revised RBI Risk Management Norms to Banks- Organizational Structure for Market and Credit Risk- SEBI, NHB- Bank for International Settlement- BASEL Committee on Banking Supervision- BASEL Settlement I,II & III- Calculation of Minimum Capital Requirements.

### UNIT 5

**Important Concepts of Risk Management:** Time Value of Money- Advance Bond Concepts- Calculation of VaR- Balck-Scholes Model- Moody's KMV Portfolio Manager- Probability Distribution and Fundamentals of Statistics- Derivative Products and its Markets- Margin and Mark-to-Market.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005,
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012
4. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, Delhi. 2012
5. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.

# FINANCE ELECTIVE 8

## TAX MANAGEMENT

### UNIT 1

**Direct and Indirect Taxes:** Income Tax Act 1961 – Basic concepts – Income – Agricultural Income – Residential Status – Income exemption from tax – Income from House Property – Computation of Salary Income – Income from Business and Profession – Capital Gain from other sources – computation of Total Income. Indirect Taxes – Excise Duty – Introduction – Nature – Basic Concepts – Types and Taxable Event for Excise Duty.

### UNIT 2

**CENVAT :** Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services – Customs Duty – Introduction – Basic Concepts – Scope and Converge of Customs Duty – Nature of Customs Duty – Classification for Customs – Types of Custom Duties – Exemptions from Customs Duty – Valuation for Customs Duty.

### UNIT 3

**Introduction to Tax Planning:** Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.

### UNIT 4

**Tax Management Decisions:** Tax considerations - Management Decisions, such as make / buy-own/lease - export/local sale - Guidelines to Tax planning – Relief's – Concessions – Rebates – Deductions – Incentives (Payment of Advance Tax) – Filing of Returns – Refunds – Penalties for non-compliance.

### UNIT 5

**Multi National Taxation:** Bilateral Tax Treaties- Transfer Pricing for Tax Planning – Uses of Inter Company Loans- Tax Intensive Organizational Setup of MNCs- Tax Reliefs and Rebates in India- Tax Credits- Tax Havens- Investment Decision on Tax Planning- Global Investment and Tax Incentives- Transfer Pricing Methods- Measures to Plug Tax Loopholes.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. Vinod K.Singhania and Mounica singhnia, Corporate Tax Planning and business Management, Taxmann Publications.
2. Vinod K.Singhania and Kapil Singhania, Direct Taxes – Law and Practice, Taxmann Publications
3. R.N.Lakhotia, Corporate Tax Planning, vision publications.
4. V.A. Avadhani, “International Financial Managment” Himalaya Publishing House, 2009
5. PG Apte, “International Financial Management” Tata Mc Graw Hill, 2009.

## MARKETING ELECTIVE 5

### SERVICES MARKETING

#### UNIT 1

**Introduction to Services Marketing:** Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- HRM Issues- -Building Services Aspirations- Tracking Customer Behavior-.

#### UNIT 2

**Key Dimensions of Services Marketing:** Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality Services- Communication Strategies- Bench Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.

#### UNIT 3

**Management of Services Marketing:** Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship- Market Leadership Strategies.

#### UNIT 4

**Service Marketing Practices I:** Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products- Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality- Marketing of Educational, Software and other Professional Services.

#### UNIT 5

**Service Marketing Practices II:** Marketing of Health Care, Cellular and Entertainment Services- Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix- Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberization of Services- Off shoring – ITES- Industry Structure- Business Models

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References*

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. Rajendra Nargundkar: “Services Marketing”, Tata McGraw Hill, New Delhi, 2011.
3. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011
4. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010

## MARKETING ELECTIVE 6

### PROMOTIONAL AND DISTRIBUTION MANAGEMENT

#### UNIT 1

**Introduction to Promotional Management:** Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.

#### UNIT 2

**Introduction to Distribution Management:** Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing Logistics- Major Logistics Functions

#### UNIT 3

**Marketing Channels:** Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions

#### UNIT 4

**Channel Institutions and Designing Channel System:** Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns- Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure- Types of Channels- Implementation and Integration of Channel Design.

#### UNIT 5

**Ethical and Social Issues in Distribution Management:** Business Ethics and Sales Management- Ethical Issues facing Sales Managers- Managing Sales Ethics- Modeling Ethical Behavior- Making Decisions on Ethical Problems- Building a Sales Ethics Programme- International Distribution- Challenges in Managing an International Distribution Strategy.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References*

1. K. Shridhara Bhat: “**Sales and Distribution Management**”, Himalaya Publishing House, 2011.
2. Dr. Matin Khan: “**Sales and Distribution Management**”, Excel Books, New Delhi, 2005

3. Pingali Venugopal: "**Sales and Distribution Management**", Sage Publications, New Delhi, 2008.
4. Dr. S. L. Gupta: "**Sales and Distribution Management**", Excel Books, 2010

## MARKETING ELECTIVE 7

### GLOBAL MARKETING MANAGEMENT

#### UNIT 1:

**Introduction to Global Marketing:** Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing.

#### UNIT 2:

**International marketing strategy:** Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms

#### UNIT 3:

**Global Product & Price management:** International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership – : Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing

#### UNIT 4:

**Global Marketing Channels and Promotion for global markets:** channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.

#### UNIT 5:

**Export procedures and documents:** Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### References

1. Francis Cherunilam: International marketing, 11<sup>th</sup> Edition, Himalaya Publication House,2010
2. Warren J Keegan: Global Marketing Management, 5<sup>th</sup> Edition, Prentice Hall of India Private Limited.

3. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
4. R.Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010
5. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008
6. Kotabe, Peloso: International Marketing, Wiley India, New Delhi, 2020



**MARKETING ELECTIVE 8**  
**SUPPLY CHAIN MANAGEMENT**

**UNIT 1:**

**Introduction to Supply Chain Management:** Definition – Types of Supply Chain Management- Objectives of Supply Chain Management- Analysis of Supply Chain Management and their Constituents- Supply Chain Activities- Supply Chain Organization- Managing Technical Challenges of Supply Chain.

**UNIT 2:**

**Supply Chain Management: An Overview:** Purchasing Issues in Supply Chain Management- Operations and Distribution issues in Supply Chain Management- Facility Location Decisions- Domestic and International Transportation Management- Process Management.

**UNIT 3:**

**Customer Relationship Management:** Introduction-Definition- Role of Supply Chain Management in CRM- Key Tools and components of CRM- Segmenting Customers- Predicting Customer Behavior- Personalizing Customer Communications- Customer Service Capabilities- Designing and Implementing Successful CRM.

**UNIT 4:**

**Sustaining Competitive Advantage:** Supply Chain Process Integration- Review and Establish Supply Chain Strategies- Developing Supply Chain Performance Measure and asses Internal Integration of Key Processes- Extend Process Integration to Second Tier Supply Chain Partners- Performance Measurement

**UNIT 5:**

**International Supply Chain Management:** Introduction of International SCM- International Logistics Infrastructure – Methods of entry into Foreign Markets- International Contracts- Terms and Trades or Incoterms- Terms of Payments- Currency of Payments and Managing Transaction Risk- International Commercial Documents.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References**

1. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan: Principles of Supply Chain Management, Cengage learning, New Delhi, 2009.

2. Sarika Kulkarni, Ashok Sharma: Supply Chain Management, Tata Mc Grawhill Education Private Limited, 2010.
3. David, Stewart: International Supply Chain Management, *Cengage learning*, New Delhi, 2007.
4. B. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009
5. G. Raghuram, N. Rangaraj: Logistics and Supply Chain Management, Mac Millan Business Books, New Delhi 2000.

**SYSTEMS ELECTIVE 5**  
**BUSINESS INTELLIGENCE**

**UNIT-1**

**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.

**UNIT-2**

**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

**UNIT-3**

**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.

**UNIT-4**

**Business Rules:** The Value Proposition of Business Rules - Business rules approach-Business rule system - Sources of business rules and management approach.

**UNIT -5**

**Business Intelligence Implementation:** Business Intelligence and integration - Implementation - connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. Amit Johri “Business Intelligence” Himalaya, 2012
2. Rajiv Sabherwal “Business Intelligence” Wiley Publications, 2012
3. Carlo Verzellis “Business Intelligence” Wiley Publications, 2012
4. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
5. Jawadekar, MIS Text and Cases, TMH, 2012
6. Efraim Turban et al. “Business Intelligence” 2e, Pearson Education, 2012

## SYSTEMS ELECTIVE 6

### ENTERPRISE RESOURCE PLANNING

#### UNIT 1

**Introduction to ERP:** Overview of ERP – Introduction and Evaluation –advanced ERP-SCM and CRM systems and related technologies - ERP life cycle ERP implementation Life cycle-SDLC and ERP life cycle.

#### UNIT 2

**ERP Implementation:** reasons for ERP failure . pre – implementation Tasks – Implementation methodologies – Process definition – Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

#### UNIT 3

**Post ERP implementation:** Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics

#### UNIT 4

**ERP System Options and Selection Methods:** Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

#### UNIT 5

**ERP present and future:** Turbo charge the ERP system- EAI - ERP. Internet and WWW-Future Directions and trends in ERP - Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References*

1. Singla: “Enterprise Resource Planning”, Cengage Learning, New Delhi, 2013
2. Alexleon: “Enterprise Resource Planning”, TMH, New Delhi, 2011
3. Mahadeo Jaiswal, Ganesh Vanapalli: “Enterprise Resource Planning”, MacMillon, New Delhi, 2013
4. N.Venkateswaran: “Enterprise Resource Planning”, SCITECH Publiscation, NewDelhi, 2009
5. S.Kesharwani, SBodduluri, M Ashok Kumar: “Enterprise Resource Planning”, Paramount Publishing House, New Delhi, 2012

**SYSTEMS ELECTIVE 7**  
**CYBER LAWS & SECURITY**

**UNIT 1**

**Introduction to Computer Security:** Definition, Threats to security, Government requirements, Information Protection and Access Controls, Computer security efforts, Standards, Computer Security mandates and legislation, Privacy considerations, International security activity.

**UNIT 2**

**Secure System Planning and administration:** Introduction to the orange book, Security policy requirements, accountability, assurance and documentation requirements, Network Security, The Red book and Government network evaluations.

**UNIT 3**

**Information security policies and procedures:** Corporate policies- Tier 1, Tier 2 and Tier3 policies - process management-planning and preparation-developing policies-asset classification policy-developing standards.

**UNIT 4**

**Information security:** fundamentals-Employee responsibilities- information classification Information handling- Tools of information security- Information processing-secure program administration.

**UNIT 5**

**Organizational and Human Security:** Adoption of Information Security Management Standards, Human Factors in Security- Role of information security professionals.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. Debby Russell and Sr. G.T Gangemi, "Computer Security Basics (Paperback)", 2ndEdition, O' Reilly Media, 2006.
2. Thomas R. Peltier, "Information Security policies and procedures: A Practitioner's Reference", 2nd Edition Prentice Hall, 2004.
3. Kenneth J. Knapp, "Cyber Security and Global Information Assurance: Threat Analysis and Response Solutions", IGI Global, 2009.
4. Thomas R Peltier, Justin Peltier and John blackley, "Information Security Fundamentals", 2nd Edition, Prentice Hall, 1996
5. Jonathan Rosenoer, "Cyber law: the Law of the Internet", Springer-verlag, 1997

## SYSTEMS ELECTIVE 8

### INFORMATION SYSTEMS AUDIT

#### UNIT 1

**Overview of Information System Auditing:** Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

#### UNIT 2

**The Management Control Framework-I:** Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

#### UNIT 3

**The Management Control Framework-II:** Security Management Controls, Operations Management Controls Quality assurance Management Controls- Case Studies.

#### UNIT 4

**Evidence Collection:** Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies.

#### UNIT 5

**Evidence Evaluation:** Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function,

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References*

1. Ron Weber: "Information Systems Control and Audit", Pearson Education,2013.
2. D P Dube: Information System Audit and Assurance, TMH, New Delhi,2008.