

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**

**Course Structure and Detailed Syllabi (2017-18 onwards)**

**Master of Business Administration**

**MBA Semester – I**

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

**MBA Semester – II**

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

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

**MBA Semester – III**

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

**MBA Semester – IV**

<b>S. No</b>	<b>Course code</b>	<b>Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	17E00401	Strategic Management	4	-	-	4
2.	17E00402	E-Business	4	-	-	4
3.		Elective V	4	-	-	4
	17E00403	Financial Derivatives				
	17E00404	Services Marketing				
	17E00405	Organization Development				
	17E00406	Data Communication and Network Analysis				
4.		Elective VI	4	-	-	4
	17E00407	International Financial Management				
	17E00408	International Marketing				
	17E00409	Global Human Resource Management				
	17E00410	Corporate Information Management				
5.	17E00411	Seminar (Contemporary Issues on Business)	-	-	3	2
6.	17E00412	Project Work	-	-	12	10
		Total	16	-	15	28

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA I Semester**

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**(17E00101) MANAGEMENT & ORGANIZATIONAL BEHAVIOUR**

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

**1. Role of Management** – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioural – Systems – Contingency.

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

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

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

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

**Textbooks:**

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

**References:**

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

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**(17E00102) BUSINESS ENVIRONMENT AND LAW**

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

1. **Introduction to Business Environment:-** Meaning, Components of Business Environment.-Industrial policy of 1991, Liberalization, Privatization and Globalization
2. **Monetary, Fiscal and Trade Policy:** Monetary & Fiscal Policy –,EXIM Policy, Role of EXIM Bank. Balance of Payments: **WTO:** Role and functions of WTO in promoting world trade –TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.
3. **Law-Definition -Need, classification and sources of Business Law, Law of Contract - 1872 (Part-I):** Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object.
4. **Companies Act, 1956 (Part-I):** Kinds of Companies, Formulation of Companies, Incorporation, Company Documents. **Company Act, 1956 (Part-II):** Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.
5. **Information Technology Act, 2000:** Scope and Application of IT Act, 2000- Digital signature e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers - Right to Information Act,2005 –GST Act 2017.

**Textbooks:**

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

**References:**

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

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**(17E00103) MANAGERIAL ECONOMICS**

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

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

**Textbooks:**

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

**References:**

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

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**(17E00104) FINANCIAL ACCOUNTING FOR MANAGERS**

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

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

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

**Textbooks:**

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

**References:**

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

**(17E00105) STATISTICS FOR MANAGERS**

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

**1. Introduction of statistics** – Nature & Significance of Statistics to Business, , Measures of Central Tendency- Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.

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

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

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

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

**Textbooks:**

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

**References:**

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



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**(17E00106) MANAGEMENT INFORMATION SYSTEM**

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

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

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

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

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

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

**Textbook:**

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

**References:**

- Management Information Systems, C Laudon and Jane P.Laudon, et al, Pearson Education.
- MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning
- Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill.
- Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India.
- Management Information Systems, James A. Obrein, Tata McGraw-Hill .
- Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books.
- Cases in MIS, Mahapartra, PHI.
- Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill

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**(17E00107) INFORMATION TECHNOLOGY FOR MANAGERS**

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

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

**Textbooks:**

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

**References:**

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

**(17E00108) COMMUNICATION LAB**

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

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

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

**Reference Books:**

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

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**MBA I Semester**

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**(17E00109) DATA ANALYTICS - LAB**

The Objective of the course is to provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs.

The Experiments may be devised as per the following requirements

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

**References:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA II Semester**

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**(17E00201) HUMAN RESOURCE MANAGEMENT**

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

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

**Textbooks:**

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

**References**

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

**(17E00202) MARKETING MANAGEMENT**

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

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

**Textbooks:**

- Marketing Management, Phillip Kotler, Kevin Lane Keller, 15<sup>th</sup> edition ,Pearson.

**References:**

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

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**MBA II Semester**

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**(17E00203) BUSINESS RESEARCH METHODS**

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

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

- 1. Introduction to Business Research:** Definition-Types of Business Research. Scientific Investigation, Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions.
- 2. The Research Process:** Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis. The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity - Sampling and Methods of sampling
- 3. Collection and Analysis of Data** Sources of Data-Primary and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews- Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.
- 4. Data Analysis:** An overview of Descriptive, Associational and Inferential- Statistical Measures.
- 5. The Research Report:** Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report - Oral Presentation

**Textbooks:**

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

**References:**

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

**(17E00204) FINANCIAL MANAGEMENT**

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

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

- 1. The Finance function:** Nature and Scope. Importance of Finance function – The role in the contemporary scenario – Goals of Finance function; Profit Vs Wealth maximization .
- 2. The Investment Decision:** Investment decision process – Project generation, Project evaluation, Project selection and Project implementation. Capital Budgeting methods– Traditional and DCF methods. The NPV Vs IRR Debate.
- 3. The Financing Decision:** Sources of Finance – A brief survey of financial instruments. The Capital Structure Decision in practice: EBIT-EPS analysis. Cost of Capital: The concept, Measurement of cost of capital – Component Costs and Weighted Average Cost. The Dividend Decision: Major forms of Dividends
- 4. Introduction to Working Capital:** Concepts and Characteristics of Working Capital, Factors determining the Working Capital, Working Capital cycle- Management of Current Assets – Cash, Receivables and Inventory, Financing Current Assets
- 5. Corporate Restructures:** Corporate Mergers and Acquisitions and Take-overs-Types of Mergers, Motives for mergers, Principles of Corporate Governance.

**Textbooks:**

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

**References**

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



**(17E00205) OPERATIONS RESEARCH**

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

1. **Introduction to OR: Meaning**, Nature, Scope & Significance of OR - Typical applications of Operations Research.

**The Linear Programming Problem** – Introduction, Formulation of Linear Programming problem, Limitations of L.P, Graphical solution to L.P.P, Simplex Method, Artificial Variable techniques, Two Phase Method, Variants of the Simplex Method.

2. **Transportation Problem:** Introduction, Transportation Model, Finding initial basic feasible solutions, Moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy.

**Assignment Problem** – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.

3. **Sequencing** – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems.

4. **Game Theory:** Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

5. **Project Management:** Rules for drawing the network diagram, Application of CPM and PERT techniques in Project Planning and Control.

**Textbooks:**

- Operations Research / S.D.Sharma-Kedarnath

**References:-**

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

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**(14E00206) OPERATIONS MANAGEMENT**

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

**1. Introduction:** Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today. Product and Process Design - Product and Process Development, Manufacturing Process Technology, CAD/CAM analysis

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

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

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

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

**Textbooks:**

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

**References:**

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

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**(17E00207) BUSINESS COMMUNICATION**

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

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

**Text Books:**

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

**References:**

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

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**(17E00208) BUSINESS ANALYTICS LAB**

**Objective:** To make the students apply information systems in business areas.

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

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

**References:**

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

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**(17E00209) BUSINESS COMMUNICATION LAB**

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

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

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

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

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

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

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

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

**Textbook :**

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

**References:**

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

**(17E00301) BUSINESS ETHICS AND CORPORATE GOVERNANCE**

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

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

**TextBook :**

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

**References:**

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

**(17E00302) GREEN BUSINESS MANAGEMENT**

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

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

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

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

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

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

**Text Books:**

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

**References:**

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

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**(17E00303) ENTREPRENEURSHIP DEVELOPMENT**

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

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

**Text Books :**

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

**References:**

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



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

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

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

**Text Book:**

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

**Reference Books:**

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

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

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

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

**Text book :**

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

**REFERENCES:**

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

**(17E00306) HUMAN RESOURCE DEVELOPMENT**  
**(Elective I)**

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

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

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

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

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

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

**Text books:**

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

**References:**

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

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**(17E00307) MOBILE COMMERCE**  
**(Elective I)**

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

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

**Text Book:**

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

**Reference Books:**

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

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

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

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

**Text Books:**

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

**References:**

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

**(17E00309) CONSUMER BEHAVIOR**  
**(Elective II)**

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

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

**Text Book:**

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

**References :**

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

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

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

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

**Text Books:**

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

**Reference books:**

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

(17E00311) SUPPLY CHAIN MANAGEMENT  
(Elective II)

**Objective:** The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality. The course will also strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management.

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

**Text Books :**

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

**References:**

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



**(17E00312) INVESTMENT AND PORTFOLIO MANAGEMENT**  
**(Elective III)**

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

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

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

**Text Books:**

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

**References:**

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

**(17E00313) Rural Marketing**  
**(Elective III)**

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

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

**References:**

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

**(17E00314) PERFORMANCE MANAGEMENT**

**(Elective III)**

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

- 1. Introduction to Performance management :** Concept -Performance management vs. performance appraisal--Performance management vs. Human resource management- Purposes- Significance .
- 2. Mentoring and Monitoring:**Concept of mentoring - Benefits of mentoring - Characteristics of mentor- Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance.
- 3. Coaching and counseling :**Coaching for performance improvement -. Concept - Tips for effective coaching Counseling -Functions of counseling- Steps in counseling process
- 4. Annual Stock taking:** Stock taking of performance -Uses –Appraisal system design : Process and approaches - Appraisal methods - MBO and Assessment centre -360 degree appraisal - Balanced score card. Stock taking of potential- Appraisal for reward - Appraisal for recognition
- 5. Learning organisation :** Concept of learning organisation- Learning approaches- Learning sources - Importance of learning-. Characteristics of learning organisation- Reward and compensation Management -Concept and types of compensation- Objectives - Competitive compensation design - Fringe benefits- Objectives - Factors influencing fringe benefits - Types of fringe benefits

**Text books:**

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

**References:**

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

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

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

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

**Text Books:**

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

**References:**

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

**(17E00316) AUDITING AND TAXATION**  
**(Elective IV)**

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

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

**Text book:**

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

**References:**

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

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

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

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

**Text Books :**

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

**References:**

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

**(17E00318) KNOWLEDGE MANAGEMENT**  
**(Elective IV)**

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

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

**Text books:**

- Knowledge Management, [Sudhir Warier](#): Vikas Publishing House.
- Web Warehousing & Knowledge Management, Mattison: Tata McGraw-Hill.

**References:**

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

**(17E00319) DATA WAREHOUSING AND MINING**  
**(Elective IV)**

**Objective:** The objective of the course is to give an understanding Data Warehousing and Data Mining concepts.

**1. Managing Data:** Individual Data Management, Organisational Data Warehousing and Data Management, Components of Organisational Memory, Evaluation of Database Technology.

**2. Database Systems in the Organisation:** Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations.

**3. The Data Warehouse Data Base:** Context of Data Warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure. Meta Data: Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use.

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

**5. Getting Data into the Data warehouse** – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.

**Text Books :**

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

**References:**

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



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA III Semester**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>

**(17E00320)BUSINESS SIMULATION LAB**

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

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

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

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

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

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

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

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

**Text Book**

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

**References**

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

**(17E00401) STRATEGIC MANAGEMENT**

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

1. **Introduction- Concepts in Strategic Management**, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage.
2. **Strategic Analysis and Choice: Tools and techniques**- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix., Market Life Cycle Model - and Organisational Learning, and the Experience Curve.
3. **Strategy Formulation** : Formulation of strategy at corporate, business and functional levels. Strategy Alternatives:- Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy, .
4. **Strategy Implementation** : Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation.
5. **Strategy Evaluation and control** – Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

**Text Book :**

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

**References:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA IV Semester**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**(17E00402) E-BUSINESS**

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

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

**Text books:**

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

**References :**

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

<b>JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR</b>				
<b>MBA IV Semester</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**(17E00403) FINANCIAL DERIVATIVES**  
**(Elective V)**

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

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

1. **Introduction to Derivatives:** Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Financial and Derivative markets -Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market in India.
2. **Future and Forward Market:** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures. Determination of forward and future prices - Interest rate futures, Currency futures and Forwards
3. **Options:** Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black Scholes Merton Model.
4. **Basic Option Strategies:** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.
5. **Swaps:** Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps

**Text Books:**

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

**References:**

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

**(17E00404) SERVICES MARKETING**  
**(Elective V)**

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

**1: Understanding services marketing:** Introduction, Characteristics of services marketing mix, services in the modern economy, Classification of services, marketing services Vs. Physical services.

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

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

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

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

**Text Books:**

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

**References:**

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

(17E00405) ORGANIZATION DEVELOPMENT  
(Elective V)

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

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

**Text Books:**

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

**References:**

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

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

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

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

**Text Books :**

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

**References:**

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

**(17E00407) INTERNATIONAL FINANCIAL MANAGEMENT**  
**(Elective VI)**

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

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

**Text Books:**

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

**References:**

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



**(17E00408) INTERNATIONAL MARKETING**  
**(Elective VI)**

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

- 1. International Marketing:** Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing.
- 2. International Market Entry Strategies:** Indirect Exporting, , Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.
- 3. International product management:** International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.
- 4. International Marketing Channels:** Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy, Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Grey Market goods.
- 5. Export Marketing:** Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

**Text books:**

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

**References:**

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

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

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

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

**Text books:**

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

**References:**

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

(17E00410) CORPORATE INFORMATION MANAGEMENT  
(Elective VI)

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

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

**Text Books:**

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

**References:**

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

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

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

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

<b>JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR</b>				
<b>MBA IV Semester</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>0</b>	<b>0</b>	<b>12</b>	<b>10</b>
<b>(17E00412) PROJECT WORK</b>				

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

**References:**

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