

School of Management Studies

Jawaharlal Nehru Technological University Hyderabad



**Semester wise Course Structure and Syllabus for
JNTUH-CMU Collaboration MBA Programme
2012-2013
(2010 Onwards)**

Course Structure for JNTUH-CMU MBA Programme 2009-10

Semester I

09MB 01 Management and Organizational Behaviour	100
09MB 02 Managerial Economics	100
09MB 03 Research and Communication Methodology	100
09MB 04 ERP & MIS	100
09MB 05 Financial Accounting and Analysis	100
09MB06 Quantitative Analysis for Business Decision	100

Semester II

09MB 07 Financial Management	100
09MB 08 Global Business Environment	100
09MB 09 Production and Operations Management	100
09MB 10 Marketing Management	100
09 MB11 International Human Resource Management	100
09MB 12 Security Analysis and Portfolio Management	100

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09MB01 MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

The 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. Also this course provides insight into behavioral issues.

Unit – 1: Introduction to Management: Definition, Types of Managers, Mintzberg Managerial roles, Functions of Management, Administration vs. Management, Evolution of Management Thought – Planning: Nature of planning, Steps in planning, types of planning, Levels of planning - The Planning Process. Decision Making : The process and techniques of decision making.

Unit – 2: Organising: Nature of organizing, organisation levels and span of management – Factors determining span - Organizational design and structure –departmentation, line and staff concepts, staffing – delegation, decentralization and recentralisation of authority - responsive organizations. Meaning and types of power – Empowerment - Groups Vs. Teams – Nature of groups –dynamics of informal groups – dysfunctions of groups and teams – Teams in modern work place.

Unit – 3: Introduction to Organisational Behavior: Definition, Nature and Scope - Environmental and organizational context and the impact on organizations – Perception: Nature and importance of Perception – Perceptual selectivity and organization. Attribution Theories. Personality and Attitudes - Meaning of personality - Johari Window and Transactional Analysis - Nature and Dimension of Attitudes- Behavioral Modification.

Unit – 4: Motivation and Leading: Theories of Motivation-Maslow’s need hierarchy, Herzberg’s Two Factor Theory. Job design and Goal setting for High performance-Socio technical Design and High performance work practices. Leading: Leading Vs Managing – Leadership Theories- Leadership styles – developing leadership skills – transformational leaders, transactional leaders, Leadership in Cross-cultural environment - Evaluating Leader- Women and Corporate leadership.

Unit – 5: Communication and Control: Meaning, Types of communication and barriers to effective communication in Organizations, Using Communication Skills to manage Conflicts. Controlling: Basic control process- Requirements for effective control – control techniques – Overall controls and preventive controls.

References

- Koontz, Weihrich & Aryasri: *Principles of Management*, TMH, New Delhi, 2009
- Luthans, Fred: *Organisational Behaviour*, 11/e, McGraw Hill, 2009
- Stoner, Freeman and Gilbert: Jr. *Management*, Pearson, New Delhi, 2009.
- Aryasri & VSP Rao: *Management and Organisational Behaviour*, Excel, 2009
- Kavitha Singh: *Organisational Behaviour*, Pearson, 2009.
- Kellogg: *Conflict in Organizational Groups*, Kogan Page, 2009
- John M. Ivancevich: *Organisational Behaviour & Management*, TMH, 2009
- Schermerhorn: *Management*, Wiley 2009

- Pierce and Gardner: Management and Organisational Behaviour: An Integrated Perspective, Cengage, 2009.
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- Certo and Certo: Modern Management,10/e,PHI,2009
- R Satyaraju & A.Parthasarathy: Management Text and Cases, PHI, 2009.
- Prem Vrat, K K Ahuja, P K Jain: Case Studies in Management, Vikas, 2006.

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PIPELINE**

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09MB02 MANAGERIAL ECONOMICS

The 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 Finance from a broader perspective.

Unit – 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, optimization with calculus, New management tools of optimization.

Unit – 2:Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty- Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Unit – 3:Production Analysis: Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

Unit – 4:Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.

Unit – 5:Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products. Profit Management: Nature, scope, Theories of profit, Measurement policies.

References

- Geetika & Piyali ghosh:Managerial Economics, TMH, 2009
- Edwin Mansfield: Study Guide and Cases for Managerial Economics, Viva-wwn, 2009
- Hirschey: Economics for Managers, Cengage, 2009.
- Petersen,Lewis and Jain: *Managerial Economics*, Pearson, 2009
- Mithani: Managerial Economics, HPH,2009
- Atmananda: Managerial Economics: Excel, 2009.
- Suma Damodaran: Managerial Economics, Oxford, 2009.
- Keat: Managerial Economics : Economic Tools for Today’s Decision Makers, Pearson, 2009
- Nadar & Vijayan: Managerial Economics, PHI, 2009.
- Froeb: Managerial Economics—A Problem Solving Approach, Cengage, 2009.
- James L.Pappas and Engene F.Brigham: *Managerial Economics*, Pearson, 2009.
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09MB03 RESEARCH AND COMMUNICATION METHODOLOGY

The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating research objectives and hypotheses and sample framework for undertaking research studies through well designed and structured questionnaires. Also it is intended to facilitate for the development of an insight into different statistical tools for data analysis, interpretation and presentation of reports in different functional areas of management.

***Statistical table is required for students at the time of examination**

Unit – 1: Introduction: Nature and Importance of research, the role of business research, aims and types of social research, research process - primary data and secondary data, Questionnaire and schedules as tools of collecting data. Sampling design and sampling procedures. Diagrammatic and graphical presentation of data. Tabulation of data and general rules of tabulation. SPSS for tabulation and SPSS and Report Presentation-Mechanics of report writing, preliminary pages, main body and appendices including bibliography.

Unit – 2: Measurement concepts: Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement. Research Design: Meaning of Research Design. Functions and goals of Research Design, pilot study and developing a case study.

Unit – 3: Statistical Tools-I: Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation- Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.

Unit – 4: Statistical Tools-II: Time series, utility of time series, components, measurement of trend through Method of Least Squares, Moving averages, and Graphical methods. Index Numbers: Laspeyres's Index, Paasche's Index, Fischer's Ideal index, Time Reversal and Factor Reversal tests.

Unit – 5: Statistical Inference: Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.

Unit-6: Written communication - differences between spoken and written communication - features of effective writing such "as clarity, brevity, appropriate tone clarity, balance

etc.- GRE. TOEFL models -- Letter-writing - business letters – pro-forma culture - format - style – effectiveness, promptness - Analysis of sample letters collected from industry - email, fax.

Unit – 7: Technical Report writing - Business and Technical Reports – Types of reports - progress reports, routine reports - Annual reports - format - Analysis of sample reports from industry - Synopsis and thesis writing.

References

- Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, 8/e, TMH, 2009.
- Gaur: *Statistical Methods for Practice and Research*, Sage Publication, 2009
- Bhandarkar & Wilkinson: *Methodology and Techniques of Social Research*, Himalaya, 2009
- Bajpai: *Business Statistics*, Pearson, 2009.
- Dipak Kumar. Bhattacharya: *Research Methodology*, Excel Books, 2009
- William G. Zikmund: *Business Research Methods*, Cengage, 2006.
- Alan Bryman & Emma Bell: *Business Research Methods*, 2/e, Oxford, 2008.
- Shajahan: *Research Methods for Management*, 3/e. Jaico, 2009
- Richard I Levin & David S. Rubin: *Statistics for Management*, 7/e. Pearson, 2008.
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- C.B. Gupta & Vijay Gupta: *An introduction to Statistical Methods*, Vikas, 2009.
- J.K. Sachdeva: *Business Research Methodology*, Himalaya, 2009
- Nargundkar: *Marketing Research Tests and Cases*, TMH, 3/e, 2009
- Narayana Reddy, Acharyulu: *Research Methodology and Statistical Tools*, Excel, 2009

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09 MB 04 ERP & MIS

The objective of the course is to provide the basic concepts of Enterprise Resource Planning and Management of Information System.

Unit-I: Induction to ERP: Overview of ERP, MRP, MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP Market. IS Models – Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl’s Multiple Methodology, Critical Success Factors, Soft Systems Methodology, Socio-Technical Systems Approach (Mumford), System Develop Life Cycle, Prototype and End User Computing, Application Packages, Outsourcing, Deciding Combination of Methods.

Unit-II: Business Process Re-engineering (BPR)– BPR Process, Clean Slate Re-engineering, Technology Enabled Re-engineering, Myths regarding BPR, Business Intelligence Systems-Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP), Supply Chain Management, Best Practices in ERP.

Unit-III: ERP Modules: Finance, Accounting Systems, Manufacturing and Production Systems, Sales and Distribution Systems, , Human Resource Systems, Plant Maintenance System, Materials Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

Unit-IV: Types of Information Systems : Transaction Processing Systems, MIS, Decision Support Systems, Office Automation System, Communication Systems, , Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS), Expert Systems, Executive Information Systems, Strategic Information Systems and Strategy Level Information Systems. Benefits of ERP: Reduction of Lead Time, On-Time Shipment, Reduction in Cycle Time, Improved Resource Utilisation, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design Making Capabilities.

Unit-V: ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP & IS, IS Security, Control and Audit– System Vulnerability and Abuse, business value of security and control, Need for Security, Methods of minimizing risks IS Audit, ensuring system quality.

Case Studies.

References

- *C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e, PHI and Pearson Education, 2005.*
- Alexis Leon, ERP (Demystified), 5/E, Tata McGraw-Hill, 2006.
- David L Olson, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2006.

- Vaman, ERP in Practice, Tata McGraw-Hill , 2007
- Gordon B. Davis & Margrethe H.Olson: Management Information Systems, Tata McGraw-Hill , 2006.
- W S Jawadekar: Management Information Systems, 2/e, Tata McGraw-Hill , New Delhi, 2007
- James A. Obrein: Management Information Systems, Tata McGraw-Hill , 10/e, 2006.
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- Dharminder and Sangeetha, Management Information Systems, 1/e, Excel books, 2006
- Monk: Concepts in ERP 2/e Thomson 2007

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09MB05 FINANCIAL ACCOUNTING AND ANALYSIS

The Objective of the course is to provide the basic inputs on maintaining books of accounts, preparation of financial statements, analysis and interpretation of financial statements.

Unit – 1:Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP) Overview of the Accounting Process- Journal and ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Accounting standards as Issued by Institute of Chartered Accountants of India (ICAI)- Limitations of financial statements.

Unit – 2:Valuation of fixed assets and Inventory: Tangible Vs Intangible assets, depreciation of fixed assets and methods of depreciation- Inventory Valuation: Methods of inventory valuation.

Unit – 3:Issue of Shares and Debentures: Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

Unit – 4: Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement

Unit – 5:Financial Analysis –II: Ratio Analysis- Liquidity, leverage, solvency and profitability ratios – Du Pont Chart Analysis –Cases.

References

- Robert N.Anthony, David F.Hawkins and Kenneth A.Merchant: *Accounting –Text and Cases,12/e* TMH, 2008.
- Dr.S.N. Maheshwari and Dr.S.K. Maheshwari: *Financial Accounting*, Vikas, 2009.
- Gokul Sinha: *Financial Statement Analysis*, PHI, 2009
- Amrishi Gupta: *Financial Accounting Management An Analytical Perspective*, Pearson Education-2009
- Jawaharlal: *Accounting for Management*, HPH,2008
- Stice & Stice: *Financial Accounting Reporting & Analysis*, Cengage, 7/e, 2008.
- Horngren: *Financial Accounting*, Pearson, 2009.
- Weygandt, Kieso, Kimmel: *Financial Accounting*, 4/e, Wiley 2006.
- Carl Kester, Richard S Ruback, Peter Tufano: *Case Problems in Finance*, 12/e, TMH, 2007.
- R Narayanaswamy: *Financial Accounting: A Managerial Perspective*, PHI,2008

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09MB06 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

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.

*The students have to be provided with Random Number Table to solve problem in the examination

Unit – 1: Introduction and Linear Programming: Nature and Scope of O.R.–Analyzing and Defining the Problem, Developing A Model, Types of models, Typical Applications of Operations Research ; Linear Programming: Graphical Method, Simplex Method; Solution methodology of Simplex algorithm, Artificial variables; Duality Principle , Definition of the Dual Problem, Primal - Dual Relationships.

Unit – 2: Transportation and Assignment Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model, Traveling Salesman Problem.

Unit – 3: Replacement Model: Replacement of Capital Cost items when money's worth is **not** considered, Replacement of Capital Cost items when money's worth is considered, Group replacement of low cost items.

Unit – 4: Game Theory and Decision Analysis: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, arithmetic methods. Decision Analysis: Introduction to Decision Theory, Steps In the Decision Making, the Different environments In Which Decisions Are Made, Criteria For Decision Making Under Risk and Uncertainty, The Expected Value Criterion With Continuously Distributed Random Variables, Decision Trees, Graphic Displays of the Decision Making Process.

Unit – 5: Queuing Theory and Simulation: Basic Elements of the Queuing Model, Poisson Arrivals and Exponential Service times; Different Queing models with FCFS Queue discipline: Single service station and infinite population, Single service station and finite population, Multi service station models with infinite population. **Simulation:** Nature and Scope, Applications, Types of simulation, Role of Random Numbers, Inventory Example, Queuing Examples, Simulation Languages.

References

- Hillier/Lieberman: *Introduction To Operations Research*; TMH, 2008.
- Render: *Quantitative Analysis for Management*, Pearson, 2009
- Sridharabhat: *Quantitative Analysis for Business Decisions*, HPH, 2009.
- J. K. Sharma: *Operations Research: Theory and Applications*, Macmillan, 2008.
- R. Panneerselvam: *Operations Research*, PHI, 2008.
- Hamdy, A. Taha: *Operations Research: An Introduction*, PHI, 2007.
- Selvaraj: *Quantitative Techniques*, Excel, 2009
- Gupta and Khanna: *Quantitative Techniques for Decision Making*, PHI, 2009.
- Ravindran, Phillips, Solberg: *Operations Research*, Wiley, 2009.
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- R.K Bharadwaj, Mujumdar: *Quantitative Techniques for Business managers*, HPH, 2009.
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09MB07 FINANCIAL MANAGEMENT

The objective of the course is to provide the necessary basic inputs and tools to manage the finance function. After the completion of the course, the students should be able to understand the management of finances of the business organization

***The students need Discounting Table and Annuity tables for the examination**

Unit – 1: Introduction to The Finance Function and Capital Budgeting – Objective: Profit or Wealth Maximization and EPS Maximization. An overview of Managerial Finance functions - Time value of money: present value, future value of money and the basic valuation models- Nature and techniques of capital budgeting: Payback method, Average rate of return and Time-Adjusted methods: IRR and NPV, Profitability index, and Excess present value index. Cases in capital budgeting.

Unit – 2:Capital Structure Decisions: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions- Capital structure vs financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage,

Unit – 3:Capital Structure and Dividend Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal- Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy- dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.

Unit – 4:Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit – Recommendations of Tandon and Daheja Committee on Working Capital.

Unit – 5:Management of current assets: Management of cash,– Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives; Management of receivables and Management of inventory- The importance of current assets management in working capital planning.

References

- MY Khan and PK Jain: Financial Management--Text and Problems, TMH. 2009.
- Collin Barrow: Practical Financial Management, Kogan Page,2009
- Srivastava: Financial Management and policy, Himalaya, 2009
- Berk: Financial Management, Pearson, 2009.
- S.N.Maheswari: Financial Management, Vikas, 2007.
- John Tennes: Guide to Financial Management, Viva,2009
- James C. Van Horne: Financial Management and Policy, Pearson, 2006
- Chandra Bose D: Fundamentals of Financial Management, PHI-2006
- Vishwanath: Corporate Finance,2/e, Sage, 2007.
- I. M. Pandey: Financial Management, 9/e Vikas, 2007

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09MB08 GLOBAL BUSINESS ENVIRONMENT

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

Unit – 1:Globalization: Introduction to the field of Global Business – Significance, nature and scope of Global Business – Modes of Global Business – Global Business Environment – Social, Economic, Cultural, Ecological and Political Factors.

Unit – 2:Fiscal & Monetary Policies: Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India – Highlights of Budget - Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, Recent trends- Role of Finance Commission.

Unit – 3:India's Trade Policy & Balance of Payments: India's Trade Policy – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank. Balance of Payments: Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

Unit – 4:World Trade Organisation (WTO): Nature and scope - Organisation and structure – trading blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning.

Unit – 5:Foreing Exchange Market & International Financial Institutions: Nature of transactions in Foreign Exchange Market and types of players – Exchange rate determination – Convertibility of Rupee – Euro and US Dollar Currency market. International Financial Institutions – IMF, IBRD, IFC, ADB – Their role in managing International liquidity problems.

References

- Justin Paul: Business Environment—Text and Cases, TMH, 2009.
- Bhall, V.K. and S.Shivaramu: International Business Environment and Business, Anmol, New Delhi, 2003.
- Vivek Mittal: Business Environment, Excel, 2009.
- Francis Cherunilam: International Business Environment, Himalaya, 2008.
- David Miles and Andrew Scott, Macro Economics and The Global Business Environment, Wiley, 2007.
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- Conklin: Cases in Environment of Business, Sage, 2008.
- K.Aswathappa: *Essentials of Business Environment*, 9/e Himalaya, 2009.
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- Francis Cherunilam: Business Environment: Text and Cases, 18/e, Himalaya, 2009.
- Recent: *Economic Survey Report* of Government of India.

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09MB09 PRODUCTION AND OPERATIONS MANAGEMENT

The Objective of the course is to enable students to understand the basics of one of the functional areas of management viz. Operations or Production.

***The students need Statistical Table to solve problem**

Unit – 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, Value Analysis.

Unit – 2:Facilities Management & Aggregate Planning: Location of Facilities, Layout of Facilities, Optimisation of Product/Process Layout, Aggregate Planning : Preparation of aggregate demand Forecast, Specification of Organisational Policies For Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.

Unit – 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 .

Unit – 4:Work Study & Quality Management: Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques. Quality management: Economics of Quality Assurance Inspection and Quality Control, Control charts for variables and control charts for attributes, Acceptance Sampling, Total Quality Management and ISO 9000 series standards, Six Sigma.

Unit – 5:P.E.R.T. & C.P.M. : Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.

References

- Chase, Aquilano, Jacobs: Operations Management for Competitive Advantage, TMH, 2009
- Mahadevan:Operations Management, Pearson, 2009
- Aswathappa:Production & Operation Management, HPH, 2008
- Young: Essentials of Operations Management, Sage, 2009
- Kachru: Production and Operations Management, Excel, 2009
- Donald Waters: Operations Management, Kogan Page, 2009
- Buffa: Modern Production Operation Management, Wiley 2009.
- Lee Krajewski, Larry Ritzman and Manoj Malhotra: Operations Management, 8/e PHI, 2009
- S N Chary: Theory and Problems in Production and Operations Management, TMH, 2009.

- Joseph S. Martinich: Production and Operations Management, Wiley, 2009.
- Slack: Operations Strategy: Pearson, 2009.
- Evans: Principles of Operations Management, Cengage, 2009.
- Saxena: Production and Operations Management, 2/e, TMH, 2009.

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09MB10 MARKETING MANAGEMENT

The objective of the course is to provide the students a clear view on the Marketing management, which has Marketing mix and Basics of Marketing as its main part of the curriculum.

Unit – 1: Introduction to Marketing: Understanding Marketing Management- Developing Marketing Strategies and Plans – Marketing Concept Vs Product Concept – Service Concept – Experience Concept – Green Marketing – Efficiency Vs Effectiveness- Limitations of Marketing concept- Marketing orientation and Business performance – Gathering Information and Scanning environment.

Unit – 2: Marketing Research: Need for Marketing Research-Types of Marketing Research – Stages of Marketing Research – Marketing Environment- Customer value proposition – Non segmented markets- Purpose of Segmentation – Segmentation and Market Entry – Target market selection – Strategies of Target Marketing – Analysing Business markets – Analysing Consumer Markets.

Unit – 3: Marketing Mix- I : Creating Customer Value-Satisfaction and loyalty- Product Management-Business Product and Consumer Product- Technology Products- Commodity Products-Customised Products- Product line and product mix – Managing product line and brands – Product Life Cycle (PLC) – Excessive Product Variants- Product line portfolios – Product Recalls – Setting Product Strategy. Pricing Strategy – Methods of Pricing – Factors influencing Pricing decision- Pricing cues – Consumption and pricing – Price Sensitivity – Initiating Price Changes – Price Wars- Product mix pricing-Ingredient branding.

Unit – 4: Marketing Mix – II: Designing and Managing Services- Marketing strategies for service firms – Distinctive Characteristics of Services – Customer Relationship – Distribution Designing – Marketing Channel and value networks – Role of marketing channels – Channel design decisions- Channel management decisions- Channel Integration and systems – E- Commerce – Conflict – Cooperation and competition – Retailing – Wholesaling – Logistics. Communicating Value – Role of Marketing Communication – Developing Effective Communication – Marketing Communication Mix – Managing the Integrated Marketing Communications process – Managing Mass Communication.

Unit – 5: Managing Personal Communication – Word of mouth – Designing Sales force- Direct Marketing Techniques – Internet Marketing - New product options and development – Development to commercialization – Consumer adoption process – Tapping Global markets – Developed vs Developing markets – Managing a Holistic Marketing Organization – Socially Responsible Marketing – Internal Marketing - Rural

Marketing – Rural Consumer Behaviour – Pricing Decision and Distribution Decisions -
Future of Marketing

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FOR MARKETING

CNBC TV 18 CDs

- The rule of three, 2005 (Marketing)
- The future of Competition, 2005. (Marketing)

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II SEMESTER MBA

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09MB11 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit-1: Introduction and Overview- Global Market Context-Key Perspective in Global Workforce Management-**Cultural Foundations of International Human resource Management-** Understanding culture-Major models of National Culture- final Caveats on Culture and Global Workforce Management- **Changes and challenges in the Global Labor Market-** Globalization-Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges.

Cases I: The United Nations Banana II. Cross-Cultural Assessment over a cup of coffee.

Unit-2: The key role on International HRM in Successful MNC Strategy-Knowledge Transfer-Global Leadership training and Development-Strategic Control Needs-Competitive strategy of Multinational corporations-Structuring for Optimal global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development.

Cases : Europe :The new destination for Latino Workers. II. A Google Search for Talent

Unit-3:Global Human Resource Planning – From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term-**Global Staffing:** General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.

Cases: I.MNC's Staffing practices and local Antidiscrimination Laws.

II. Training and Retaining Qualified Managers in China.

Unit-4:Global workforce Training and Development : Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- **Managing International Assignments-** Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

Cases: I.HCN Supervisory Training Needs

II. Working in a Sheltered Enclave in Shanghai, china.

Unit-5: Global workforce performance Management: Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- **Compensation for a Global workforce-** Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's – **Global Employee Relations-** current ER issues-Influence of MNC's and Union on Global ER.

Cases: I.Upstreaming Performance Management: cultural Shift in Citigroup.

II. At Domino's, ER Begins with Mangers.

References:

- Charles M Vance and Yongsunpaik, Managing Global workforce, PHI, 2009.
- Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Reading and Cases in International Human Resource Management, Routledge, Fourth Edition, 2007.
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09MB12 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

The objective of this course is to provide the conceptual and analytical framework of Security Analysis and Portfolio Management and make them proficient in understanding the dynamics of securities market. This paper focuses on the application of theory to practice.

Unit – 1: Investments: The Investment environment: Classification and functions of financial markets and financial instruments. Securities Markets, how securities are traded.

Unit – 2: Portfolio Theory and Capital market theory: The returns and risks from investing, Markowitz Portfolio Theory, Mean-variance approach, Portfolio selection-efficient portfolios, The Single-Index Model, Asset Pricing Models-The Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit – 3: Fixed – income Securities (Bond): Analysis, valuation and management: Interest rates, Measuring Bond Yields, Bond pricing theorems, Convexity, duration, Passive Bond Management and active bond management strategies, Bond immunization.

Unit – 4:

a) **Equity: Analysis Valuation and management:** Discounted Cash-flow techniques: Balance sheet analysis, Dividend discount models, intrinsic value and market price, The P/E ratio or Earnings Multiplier Approach, Price/Book value, Price /Sales ratio, Economic value Added (EVA), The passive and Active strategy.

b) **Security Analysis:** Macroeconomic analysis, Industry and company analysis. Technical analysis.

Unit – 5:

a) **Derivatives:** Overview of derivative markets, option markets, option strategies and option valuation. Futures markets, strategies and pricing. Stock index futures, interest rate futures. Swaps contracts.

b) **Portfolio management: Mutual funds** - Growth of mutual funds in India, Structure. Performance evaluation of mutual funds, performance measurement with changing portfolio composition.

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- Prasanna Chandra: Investment Analysis and Portfolio Management, TMH, 2009.
- Charles P. Jones: Investments – Analysis and Management, John Wiley, 2009

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- Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2007
- John C.Hull: Options, Futures and other Derivatives, 7/e,Pearson education 2009.
- Robert A.Strong: Derivatives – An Introduction, Cengage, 2009

CNBC TV 18 CDs

- Systematic Investment Planning, 2008
- Wizards of Dalal Street, 2008.
- Simplifying Technical Analysis, 2005
- Derivatives, Trader Psychology, 2005
- Global Investment Gurus- Focus on India, 2006