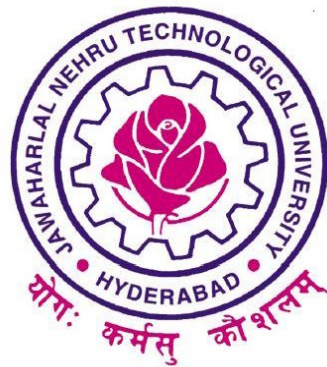


## **SCHOOL OF MANAGEMENT STUDIES**

**Jawaharlal Nehru Technological University Hyderabad**

**Kukatpally, Hyderabad – 500 085**



## **MBA (International Business)**

- Course Structure
- Syllabus

**School of Management Studies**  
**Jawaharlal Nehru Technological University Hyderabad**  
**Kukatpally, Hyderabad 500 085**  
**Course Structure**  
**MBA (International Business) 2011-13**

<b>Semester I</b>	<b>Marks</b>	<b>Semester III</b>	<b>Marks</b>
101 Accounting and Financial Management	100	301 Strategic Management	100
102 Management and Organizational Behaviour	100	302 Cost and Management Accounting	100
103 Managerial Economics	100	303 International Financial Management	100
104 Marketing Management	100	304 WTO and IPR	100
105 India's Foreign Trade	100	305 Cross Cultural Management	100
106 Production and Operations Management	100	306 Foreign Language: Advanced Chinese Mandarin/ Spanish	100
107 Marketing Research	100	307 Management of International Development Organizations	100
108 Practicum on <i>Country wise Report</i>	100	308 Practicum on <i>International Trade Logistics (Shipping and Transport) - a Commodity based Report</i>	100
<b>Semester II</b>	<b>Marks</b>	<b>Semester IV</b>	<b>Marks</b>
201 International Human Resource Management	100	401 Entrepreneurship	100
202 International Marketing	100	402 Risk Management & Insurance	100
203 International Business law	100	403 Mergers & Acquisitions	100
204 Logistics & Supply Chain Management	100	404 Advanced Practicum: <b>Final MBA Project</b> can be from the sectors such as Pharma, Jewellery, Software, Apparel, Engineering, Handicrafts and Handlooms	Only Grade will be allotted
205 Quantitative Analysis for Business Decisions	100		
206 Macro Economics	100		
207 Foreign Language (Chinese Mandarin/ Spanish)	100		
208 Practicum on <i>Strategies for Exports</i> (Sectoral Analysis Report)	100	Total marks	2700
**Port Visit at the end of III Semester ( Visit to Port)			

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**09MBIB101 Accounting and Financial Management**

**Unit-1: Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and Conventions, and the Generally accepted accounting principles (GAAP) - The Accounting Process: Overview, books of original record, Journal and subsidiary Books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.

**Unit-2: Financial Statement Analysis-I:** Statement of Changes in Working Capital, Funds from Operation, paid cost and un-paid cost. Distinction between cash profits and book profits. Preparation and analysis of cash flow statements and funds flow statements.

**Unit-3: Financial Statement Analysis-II:** Analysis and Interpretation of financial statements from Investor and company point of view, Horizontal and Vertical Analysis. Liquidity, leverage, solvency and profitability ratios.

**Unit-4: Financial Management.** Goals of Financial Management – Functions of Finance manager - Capital Structure Planning –Indifference Point -Investment Decisions - Methods of capital budgeting.

**Unit-5: Leverages and Dividend Decisions:** Financial Leverage, Operating Leverage and Combined Leverage- Relevance and irrelevance concept of dividends and valuation of the firm, Gordon Model, Walter Model and Modigliani and Miller Model of Dividend theories. Factors determining the dividend policy.

**References**

- Robert N Anthony, David F. Hawkins and Kenneth A. Merchant, Accounting Text and Cases, TMH, 2009
- Gowthorpe, Business Accounting and Finance, Cengage, 2009
- Aryasri: Accounting and Financial Management, TMH, 2009
- James C. Van Horne: Financial Management and Policy, Pearson Education, 2009
- Ambrish Gupta: *Financial Accounting Management An Analytical Perspective*, Pearson Education-2009
- Horngren: Financial Accounting, Pearson, 2009.
- Carl Kester, Richard S Ruback, Peter Tufano: Case Problems in Finance, 12/e, TMH, 2007.
- R Narayanaswamy: Financial Accounting: A Managerial Perspective, PHI, 2008
- MY Khan and PK Jain: Financial Management--Text and Problems, TMH, 2009.
- Berk: Financial Management, Pearson, 2009.
- I. M. Pandey: Financial Management, 9/e Vikas, 2009
- Rajiv Srivastav & Anil Mishra: Financial Management, Oxford, 2008.
- Chakraborty, Bhattacharya, Rao and Sen: Financial Management and control. MacMillan, 2009.
- Michael C Ehrhardt Eugene F. Brigham: Corporate Finance, A Focused Approach Cengage, 2008.

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**09MBIB102 Management and Organizational 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:** 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 – 4:** 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.

**Unit – 5:** 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.

**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.
- BPP: Organisational Behaviour, Viva, 2009
- Aswathappa: Organisational Behaviour, Himalaya, 2009
- 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, 2008.

**CDs (EXCEL MULTIMEDIA)**

**AUTHOR**

**TITLE**

**KOCHAR JAYANT**

**IMPORTANCE OF CUSTOMER  
FOCUS TO AN ORGANIZATION**

Md, Aoretto Retail Pvt Ltd.

**DANI JALAJ**

**ORGANIZING ACROSS BORDERS**

President, International Asian Paints Ltd

**Booker NIALL**

Group General Manager & CEO-India, HSBC Ltd.

**ARUNACHALAM V.S.**

**TRANSFORMING TECHNOLOGIES  
FOR THE FUTURE**

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**SRINIVASAN VENU**

**CHALLENGING THE LEADER**

Chairman & MD, TVS Motor Co. Ltd

**ZUTSHI RAVINDER**

Managing Director, Samsung Electronics India Pvt Ltd.

**SUKHBODHANAND SWAMI**

**THE VOICE WITH IN THE LEADER**

Founder chairman, Prasanna Trust

**GOPALA KRISHNA. R**

Executive Vice President, SCM

Pepsi food Limited.

**T HARI, SINH RAJENDRA**

**CREATING A LEADERSHIP PIPELINE**

**UPENDRA UDAL,**

**CHANGE MANAGEMENT TO  
CHANGE LEADERSHIP**

Vice President (Global HR), Ranbaxy

Laboratories Ltd

**BALYAN .A.K**

Director (HR), ONGC Ltd.

**SCHMITT LARRY,**

**INNOVATION: A KEY TOOL FOR  
THE NEW MANAGER**

**BARBHAIYA RASHMI,**

**PANI PRABHAT**

**CNBC CDs TV18**

- An innovation Culture, 2008
- Cultivating an innovative culture, 2008
- Developing a Passion for Excellence
- Developing Continuous Improvement

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**09MB103 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
- 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.
- Thomas Maurice: Managerial Economics, TMH, 2008.

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**09MBIB104 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.

## References

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2009
- Peter Chevton: Key Marketing Skills, Kogan Page, 2009
- V.S.Ramaswamy & S.Nama Kumari: Marketing Management, 4/e, Macmillan 2009.
- David Jobber & John Fahy: Foundations of Marketing, TMH, 2009
- Joel R. Evans & Barry Berman: Marketing Management, Cengage, 2008.
- William D Perreault Jr, E Jerome Mc Carthy: Basic Marketing, 15/e, Tata McGraw Hill, 2007
- Patrik Forsyth: Marketing Stripped Bare, Kogan Page, 2009
- Michael J Etzel, Bruce J Walker, William J Stanton & Ajay Pandit: Marketing, 13/e, TMH, 2008.

### CDs (EXCEL MULTIMEDIA)

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#### TITLE

**CREATING CUSTOMER**

**DELIGHT**

**IT TOOLS FOR ENHANCING CRM**

**DELIVERY SYSTEM QUALITY**

**APPLICATIONS FOR DELIVERING  
CRM**

**STRATEGIES FOR YOUTH**

**DOMINATED MARKETS**

**WINNING IN THE ERA**

**OF 'TOTAL COMPETITION'**

**PREEMPTIVE CRM: RETAINING**

**CUSTOMERS WHEN COMPETITION  
EMULATES**

**DECODING THE CULTURAL**

**FOR MARKETING**

#### **CNBC TV 18 CDs**

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



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**09MBIB105 India's Foreign Trade**

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

**Unit-1:** Definition of Foreign Trade, Composition of Foreign Trade, Theories of International Trade, Foreign Trade and economic Development. Analysis of India's Foreign Trade, Growth, Trends, Composition and direction- Foreign Capital, Collaboration of Multinational corporations, Bilateral and Multinational Trade Agreements- India's trade Agreements - India's Balance of Payments including invisibles.

**Unit-2:** Import Policy and Export Promotion Schemes: Salient Features of India's Export Import Policy- Objectives of EXIM/Trade Policy – Instruments of Trade Policy- Duty Exemption Schemes – DBK, DEPB, Advance License - Import of Capital Goods - Exports/Trading/Star Trading/Super Star Trading House Policy - EOU's/EPZs/SEZs Schemes - Services Exports

**Unit-3:** Incoterms: Background and objectives of Incoterms, Types of Incoterms- General guidance that are used in Incoterms – Terminology of Incoterms- Tariffs, Quantitative restrictions– Export-Import Procedures and documentation.

**Unit-4:** Institutional setup for Export Promotion. Export Assistance measures. Free Trade Zone SEZ's and 100% eOUs. State Trading in India- Principal commodities of India's export and imports an overview – Sources and Analysis of foreign Trade Statistics. Canalizing Agencies and Chambers of Commerce. Export Organisation: Institutions involved in export Promotion: DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIM BANK, ECGC, EPCs, Commercial banks, Commodity Boards.

**Unit-5:** Assessment of Prospects- Products and Markets. Identification of new markets for Indian products. African Market, potential to enter into the SOUTH AFRICA, GHANA, KENYA, NIGERIA, UGANDA, MAIRITIOUS and TAMZANIA- Export potential of India, Latin America, an Analysis of US commercial office on India for investing in selected sector. Trade Blocks and Regional Economic Cooperation.

**References**

- How to Export, Nabhil, New Delhi, 2008.
- Nabhil Exporters' Manual Documentation, 2008.
- Annual Report of MOC, 2008.
- IIFT set of Background Reading Material.
- P.K Khurana, "Export Management", Galgotia Publishing Company, 2008.
- Jonathan Reuvid, A Handbook of World Trade-A Strategic Guide to Trading Internationally, 2009.
- Annual reports of the Ministry of Commerce
- Annual Economic Surveys.
- Import and Export Policy 2008-09
- Nabi's Import Export Directory, 2009

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**09MBIB106 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. Integrated Materials Management – ABC Analysis, EOQ, JIT, and 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
- Young: Essentials of Operations Management, Sage, 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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**09MBIB107 Marketing Research**

**Unit-1: Nature and Scope of Marketing Research** – Role of Marketing Research in Managerial Decision- Factors influencing Marketing Research-Types of Marketing Research- Marketing Research in practice- Marketing Decision Support systems- Marketing Research process- International Marketing Research and The International Marketing Research process.

**Unit – 2: Research Design and Implementation** – Research approach – Designing International Marketing Research- Issues in International Research Design – **Data Collection:** Secondary sources in Marketing Data – Problems associated with secondary data- Application of Secondary Data- Primary Data and Data collection tools – Issues in information collection- Marketing Research on the internet – Information collection: Quantitative and observational Methods- Survey Methods- Sampling and Sampling methods.

**Unit-3: Data Analysis** – Fundamental Data Analysis – Tabulation- Factors influencing the choice of statistical technique – Hypothesis Testing – Cross-Tabulation and Chi-Square – The probability- Values Approach to Hypothesis Testing – Analysis of Variance (ANOVA) – Correlation Analysis – Regression Analysis- Discriminate and Canonical Analysis – Multidimensional Scaling and Conjoint Analysis – Presenting the Results.

**Unit-4: Applications of Marketing Research:** Traditional applications: Product, Price, Distributions and promotion – Contemporary Applications: Competitive advantage, Brand Equity, Customer Satisfaction, and Total Quality Management- Emerging Applications: Database marketing, E-Commerce, Relationship Marketing, and Customer Intelligence.

**Unit-5:** Ethics in marketing Research- Respondent’s Ethics and Rights- Presenting the Results: Guidelines to successful presentations, Written presentation, Oral presentation and relationship with Client.

**References**

- Aaker, Kumar & Day: Marketing Research, Wiley, 2009.
- Churchill, Iacobucci: Marketing Research, Cengage, 2009.
- Debashish Pati, Marketing Research, University Press, 2008
- Rajendra Nargundkar, Marketing Research, TMH, 2009.
- V.Kumar, International Marketing Research, PHI, 2008.
- Green, Tull and Albaum: Research for Marketing Decisions, PHI, 2008.
- Lcuk & Rubin: Marketing Research, PHI, 2008.

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**I SEMESTER MBA**

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**09MBIB108 Practicum of Country wise Report**

The students are required to prepare country/commodity-specific projects making use of

- a) Reports on the economic indicators of different countries
- b) Reports on Foreign trade policy
- c) Reports on identification of new markets for the potential products of India and
- d) Fact sheet (the document that deals with the country wise policies) to incorporate the companies in foreign land.
- e) Export potential reports such as AP Export Potential Report etc

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**II SEMESTER MBA**

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**09MBIB201 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.
- Tony Edwards and Chris Rees: International Human Resource Management, Pearson,2009.

## JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

### II SEMESTER MBA

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#### **09MBIB202 International Marketing**

The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities. The prerequisite for the course is Marketing Management taught in II semester.

**Unit -1:**International Marketing: Scope and Significance of International Marketing, the strategic importance of international marketing , Differences between international and domestic marketing . Need for international trade, trends in foreign trade. International market environment - Business Customs in International Market.

**Unit -2:**Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting. International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting , Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.

**Unit -3:**International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

**Unit -4:**International Marketing Channels: 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.

**Unit -5:**Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions , Grey Market goods, Transfer pricing, Global Pricing – Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion. 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.

#### **References**

- Philip R. Cateora, John L. Graham: International Marketing, Tata McGraw-Hill Co. Ltd., 2009.
- Mathur: International Marketing, Sage, 2009
- Roger Bennett & Jim Blythe: International Marketing Strategy Planning Market Entry & Implementation, Kogan, 2009.
- Francis Cherunillum: International Marketing, Himalaya, 2009.
- Vasudeva: International Marketing, Excel,2009.
- Sak Onkvisit, John J. Shaw: International Marketing Analysis and Strategy, 3/e, Pearson, 2009.
- Isobel Doole and Robin Lowe: International Marketing Strategy, 2/e, Cengage, 2009.
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- Keegan: Global marketing Management, Pearson, 2009.
- Michael Czinketa: International Marketing 8/e, Cengage, 2009

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**09MBIB203 International Business Law**

**Unit – 1 : Introduction to Law:** Meaning of Law, Law and Society, Systems of Law, Development of Law, Sources of Law, Legal Environment of International Business

**Unit – 2 : Business Law Contracts:**Sanctity of Contracts, Principles of Governing the formation, Performance and Termination of Contracts, Contractual remedies,Special contracts such as indemnity, guarantee, Bailment, Agency, Partnership

**Unit – 3: International Business Law:**Law relating to international trade in India, International Sales Contract, Contracts related to Credit, carriage and insurance, international legal conventions, conflict of Laws and Contracts, contracts retailing to consultancy and technology transfer, -Joint ventures, FDI.

**Unit – 4 : International Litigation and dispute Resolution :**Provisions in contracts- Litigation- Jurisdiction – applicable Law, recognition Enforcement, ADR’s – Types, International Conventions, and Law in India, Process and Procedure for settlement of Disputes.

**Unit-5: International Taxation and other matters:**Indian Law Governing taxation of foreign income, avoidance of double taxation treaties, anti dumping and countervailing duties, product liability, environmental law and international sales.

**References**

- Richard Schaffer and others,“ International Business Law and its Environment”, Cengage, 2009
- Leo D’arcy, Carole Murray and Barbara clave “ Schmitthoff’s Export Trade” The Law and Practice of International Trade”,2009.
- Motiwal O.P, “ International Trade Law and Practice”,2009.



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**09MBIB204 Logistics and Supply Chain Management**

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. Consequently the course provides advanced knowledge about logistics and their supporting systems from a supply chain perspective.

**\*The students need Statistical Table to solve numerical problems.**

Prerequisite for the course:- Knowledge of Production and Operations Management, Marketing Management and QABD taught in second semester of the programme.

**Unit – 1: Understanding the Supply Chain:** Objective and Importance of Supply Chain Process View of Supply Chain. Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope. Logistics: The Logistical value proposition, The Work of Logistics, Logistical operations, Logistical operating arrangements, Supply chain Synchronization , Supply Chain Drivers and Metrics :Drivers for Supply Chain Performance, Framework for Structuring drivers. Facilities, inventory, transportation, information, sourcing and pricing. Obstacles to Achieving fit, Supply chain performance in India. Case studies

**Unit – 2: Designing the Supply Chain Network :** Role of distribution in the Supply Chain, Factors influencing Distribution network design, Design options for Distribution network, The role of network design in the Supply Chain, Frame work for Network design decisions, Models for facility location and capacity allocation, Planning Demand and Supply in a Supply Chain: Demand Forecasting in Supply Chain: Components of forecast and forecasting methods, Aggregate Planning in Supply Chain: Role of aggregate planning, Aggregate planning Strategies , Inventory planning and economic theory aberrations. Case studies

**Unit - 3 Planning and Managing inventories in Supply Chain:** Managing Economies of Scale in Supply Chain, Managing Uncertainty in a Supply Chain, Determining optimal level of product inventory. Designing and Planning Transportation Networks: Transportation in a Supply Chain. Case studies

**Unit – 4: Managing Cross Functional Drivers in a Supply Chain:** Sourcing decisions in a Supply Chain and procurement strategies, Pricing and Revenue Management in a Supply Chain, Information Technology and Coordination in a Supply chain. Case studies

**Unit- 5: Logistics and Supply chain relationships:** Identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –

logistics service alliances. Managing Global logistics and Global supply chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy - The Global supply chains , Supply Chain Management in Global environment–Global strategy – Global purchasing – Global logistics–Global alliances – Issues and Challenges in Global supply chain Management – Case studies.ss

**References**

- Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, Third edition, Pearson, 2009.
- Donald J.Bowersox and David J.Closs: Logistical Management: The Integrated Supply Chain Process, TMH, 2006.
- Rajasekhar & Acharyulu: Logistics and Supply Chain Management, Excel, 2009.
- Sridhara Bhat: Logistics and supply chain management, Himalaya, 2009.
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- Donal Waters: Global Logistics, Kogan Page, 2009
- Christain schuh et al:The purchasing chess board, Springer link,2009.
- Philip B.Schary, Tage Skjott-Larsen: Managing the Global Supply Chain, Viva, 2008.
- Joel D wisner, Keong Leong, Keah Choon Tan: Principles of Supply Chain Management- A Balanced approach, Cengage Learning, 2008
- Rahul V Altekar: Supply Chain Management, Concepts and Cases, PHI , 2008
- J.L.Gattorna and D.W.Walters: Managing the Supply Chain, Macmillan, 2008
- Rangaraj: Supply chain Management for competitive advantage, TMH, 2009
- Kachru: Logistics and Supply Chain Management, Excel, 2009
- Shah: Supply Chain Management, Pearson, 2009

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**09MBIB205 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**

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- 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.
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- Anderson, Sweeney, Williams: *Quantitative Methods for Business*, 10/e, Cengage, 2008
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**09MBIB206 Macro Economics**

**Unit-1: Objectives and Instruments of Macro Economics:** GDP, Low Unemployment, Stable prices – Fiscal Policy, Monetary Policy, International Trade – NDP, GNP, NNP and disposable income – price indexes and inflation – the consumer price index (CPI)- The Wholesale price Index (WPI) – construction of price index – Aggregate Supply and aggregate Demand – Role of economic policy- consumption, income and saving – the consumption function, the savings function, the marginal propensity to consume, to save – determinants of consumption and investment – the investment demand curve.

**Unit-2: Business cycles and Theory of Aggregate Demand-** features of business cycles – causes of business cycles – business cycle theories – Innovations and Political theories – Aggregate demand and shifts in aggregate demand – relative importance of factors influencing aggregate demand – whether business cycles are avoidable. Banking and Supply of Money – the process of deposit creation – Central Banking and Monetary policy – Open Market operations – Changing reserve requirements – financial regulations – the money market.

**Unit – 3: Economic Growth and Macro Economic Policy** – The four wheels of growth – human resources, natural resources, capital formation, technology – Theories of economic growth – Economic growth with capital accumulation – The neoclassical model – technological change and economic growth. Strategies of Economic Development – the backwardness hypothesis – industrialization vs agriculture- State vs market – Growth and openness. Alternative models of development: The East Asian Model – The Chinese Model.

**Unit-4: Inflation and Unemployment:** Kinds of inflation – the economic impact of inflation – demand pull and cost push inflation – kinds of unemployment – frictional, structural and cyclic unemployment – Voluntary and involuntary unemployment - The role of state in mitigating the problems of inflation and unemployment – Philips curve and its validity.

**Unit-5: International Trade** – Comparative Advantage and Protectionism – Trade barriers – tariffs, quotas and voluntary agreements – determination foreign exchange rates – flexible and fixed exchange rates. Market Failure and Government Regulations – The laws to promote competition and to curb monopolies in the USA, UK and in India – Public policies towards externalities – Regulation – Taxes and Subsidies. Behavioral Economics – People are not always rational-People care about fairness – people are inconsistent over time.

**References**

- Paul.A. Samuelson: Economics, TMH, 2008.
- Josesph Stiglitz and Walsh: Economics, W.W.Norton & Co,2002.
- Abel and Bernanke: Macro Economics, Addison Wesley,1998.
- Rangarajan: Macro Economics, TMH,2009.
- Dvivedi: Macro Economics,Vikas, 2009.
- Mishra & Puri, Indian Economy, HPH,2010.

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**09MBIB207 Foreign language – Chinese Mandarin**

**UNIT-1: Introduction to Chinese:** Introduction to Chinese language and pinyin Romanization- greetings-introductory phrases- pronunciation practice- self-introduction-courtesies- numbers-weekdays, dates, time, prices.

**UNIT-2:** Concept of measure words- common sentence patterns- common phrases-getting to know people (conversations)- asking telephone numbers- listening practice-common signs in public places- some common verbs- phrases for making a phone call.

**UNIT-3:** Ordering tea/meals at a restaurant- listening practice-introduction to common signs in public places- talking to friends- booking room/table- food phrases for ordering food, during the meal, ending the meal- travel phrases- asking for information.

**UNIT-4:** Booking a ticket- baggage claim- customs- making transportation enquiries-phrases for sightseeing- **phrases for shopping**- at the doctor's office- asking for directions.

**UNIT-5:** Taking a bus or a train- conversation practice- being ill and seeing a doctor-making a business apportionment- **going shopping**- making friends and keeping in touch.

**Reference book:**

- Startup business Chinese: Jane kuo, cheng & tsui publisher,2009.

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**09MBIB208 Practicum of Sectoral Analysis Report on Strategies for Exports**

**The students are required to prepare Sector wise projects making use of**

- a. DGCIS Reports
- b. India's Statistical Reports
- c. EEIU Reports
- d. CMIE Report

**Students can also use other research reports prepared by Prominent Universities and Research Agencies. Basing on these reports a Strategic paper needs to be prepared on Sector specific areas.**

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**09MBIB301 Strategic Management**

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

Prerequisite The subjects such as Management Theory and Practice, Financial Management, HRM, Marketing Management, Production and Operations Management taught in First and Second Semesters of the programme.

**Unit – 1:**Introduction- Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

**Unit – 2:**Tools and techniques for strategic analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organisational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

**Unit – 3:**Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organisational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

**Unit – 4:**Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy : Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

**Unit – 5:**Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

**References**

- Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
- Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.
- Saloner: Strategic Management, Wiley 2009
- P.Subbarao: Strategic management, Himalaya, 2009

- Subbaro Ch: Compete or Forfeit—Competitive Strategies for Pharmaceutical Industry, PharmaMed Press, 2009.
- VSP Rao: Strategic Management, Excel, 2009
- Johnson: Exploring Corporate Strategy, Pearson, 2009
- Hitt, Ireland & Hoskisson: Management of Strategy, Thomson 2009
- Allan Afuah, Business Models: A Strategic Management Approach, TMH, 2009
- Ranjan Das: Crafting the Strategy: Concepts and Cases in Strategic Management, TMH, 2009.
- Fred R. David: Strategic Management Concepts and Cases, PHI, 2009
- Hill: Strategic Management an Integrated Approach, Biztantra, 2009
- Azhar Kazmi: Business Policy & Strategic Management: TMH, 2009.
- Ajit Prasad: Extremely Short cases in Strategic Management, Excel-2009
- Wheelen & Hunger: Concepts & Cases in Strategic Management and Business Policy, Pearson 2009.

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**09MBIB302 Cost and Management Accounting**

The objective of the course is to enable the students the components of product cost their calculation methods, and their control. Prerequisite for the course is Knowledge of Financial Accounting and Analysis taught in First Semester of the programme.

**Unit – 1:Introduction:** Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting - Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing and Life Cycle Costing.

**Unit – 2:Costing for specific industries:** Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

**Unit – 3:Marginal Costing:** Introduction, Application of Marginal costing in terms of cost control , profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even-analysis: Application of BEP for various business problems. Inter-firm comparison: Need for inter-firm comparison, types of comparisons, advantages.

**Unit – 4:Budgetary Control:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Master budget, Performance budgets, material Vs. purchase budgets, Zero Based Budgeting. An introduction to cost audit and management audit.

**Unit – 5:Standard Costing:** Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance, Sales and Profit variance.

***References***

- M.Y.Khan, P.K. Jain: Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2008.
- S.P.Jain and K.L.Narang: Cost and Management Accounting, Kalyani, 2008.
- MN Arora: Cost Accounting, Vikas, 2009.
- Colin Drury: *Management and Cost Accounting*, Cengage, 2009
- Bhahatosh Banerjee: *Cost Accounting Theory and Practice*, PHI,2006

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- Charles T. Horngren: Cost Accounting, PHI, 2009
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- Manash Gupta: Cost Accounting Principles and Practice, Pearson Education, 2008
- Blocher, Chen, Cookins, Lin: Cost Management a Strategic Emphasis, TMH,3/e 2009
- Thukaram Rao: Cost and Management Accounting, New Age International, 2008.

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**09MBIB303 International Financial Management**

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.

- **Discounting and Statistical tables need be provided to students for examination.**

**Unit -1:International Financial Management:** An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM - International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends.

**Unit -2:International Monetary System:** Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**Unit -3:Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

**Unit -4:Exchange Rates:** Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

**Unit -5:Asset–liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

***References***

- S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2009
- T. Siddaiah: International Financial Management, Pearson, 2009
- Alan C.Shapiro: Multinational Financial Management, John Wiley, 2009.

- Jeff Madura: International Corporate Management, Cengage, 2009.
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- P.K Jain: Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan, 2009.
- P.G.Apte: International Financial Management, TMH 2009.
- Maurice D.Levi: International Finance, TMH, 2009
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- David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth: Multinational Business Finance, 10<sup>th</sup> edition, Pearson Education 2009.
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- Reid W. Click & Joshva D.Coval: The Theory and Practice of International Financial Management. Prentice Hall India, 2009.

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**09MBIB304 WTO & IPR**

**Unit -1:Introduction-** General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration – WTO Agreements including TRIPS & TRIMS.

**Unit -2: WIPO** – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hague Agreement – UPOV.

**Unit -3: IPR-1 Patents:** Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

**Unit -4: IPR – 2: Designs and Geographical Indication (GI)** – Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

**Unit -5: IPR-3: Trade marks and Copy rights:** Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trade marks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement – Remedies.

**References**

- P. K. Vasudeva ,World Trade Organisation: Implications on Indian Economy, Pearson Education, 2008
- P.Krishna Rao, WTO-Text and cases, Excel Books, 2008.
- Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2009.

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**09MBIB305 Cross Cultural Management**

**Unit-1: Introduction** – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

**Unit-2: Cultural Dimensions and Dilemmas:** Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**Unit-3: Culture and Organizations:** Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**Unit- 4: Culture and Communications:** Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

**Unit-5: Cross Cultural Team Management:** Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

**References**

- Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2010.
- David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2008.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2001.
- Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2010.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2005.

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**09MBIB306 Foreign Language: Advanced Chinese Mandarin/ Spanish**

**Unit-1:** Review of Self-introduction / courtesies - Review of question words and measure words- Review of numbers / weekdays / months / time -Exchanging information, phone numbers- Review and Internal Test-1

Internal Test-1

**Unit-2:** Making a phone call, leaving/taking a message- Talking about weather, work, hobbies- Ordering at a restaurant, booking a room at a hotel- Review and Internal Test-2

**Unit-3:** Asking for and giving directions-Local transportation - taking a taxi, taking a bus/subway-Seeing a doctor (common problems, body parts, etc)-Review of Family phrases - family members, relatives, marital status - Review and Internal Test-3

**Unit-4:** Phrases for shopping-Asking for discounts on quantities - Meeting the company manager, getting to know the staff - Company type, company size - Review and Internal Test-4

**Unit-5:** Inquiries - Inquiring about someone's profession / whereabouts-Appointments - Setting up and rescheduling appointments - Visiting a company, introducing products and plants -Farewell - Showing gratitude / good-byes / future plans - Key world capitals, major business cities and provinces in China - Review and Internal Test-5

**References**

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**09MBIB307 Management of International Development Organizations**

**Unit-1:** International Development Organisations (IDO) – Nature, Scope and Functions – government/ Non-government IDOs (UNESCO, UNIDO, DFID, UNAID, IMF, UNDP, DEEP) - IDOs & Specific Development Areas (Health, Education, HIV& AIDS, Disability, Rights and Empowerment, Women Empowerment, Child Rights, Environment, Energy conservation, etc.)- legal and Political factors.

**Unit-2:** Assistance and funding to IDOs: Prerequisites, Regulations and Formalities to avail funding to IDOs -International aid flows – ILO, UNESCO, UNDP, UNESCAP, UN-HABITAT, UNAID, USAID, DFID and other International NGOs.

**Unit-3:** Evaluation of Performance Based on parameters such as: Economic planning-logical Framework-Financial and Economic Analysis- Process of Documentation-Social audit-Monitoring and Evaluation-Accountability- Estimation of Welfare, Poverty Inequality- Economic Growth- Ethical and Social issues

**Unit-4:** Cooperation and Collaborations: Role of Nations’ Policies-Role of International Government organizations, NGOs, INGOs, MNCs

**Unit-5:** Functional Strategies: In specific issues pertaining to HR, Marketing Management and Finance-Case studies.

**References:**

- IDOs Websites
- Patton, Michael Quinn: “Utilization- Focused Evaluation – The New Century Text”, 3rd Edition, Sage, 2008.
- Maggie Black: No Nonsense guide to International Development, New Internationalist, 2006.
- Paul Hoy: Players and Issues in International Aid, Kumarian press, 1998.
- David Lewis: The Management of Non-Government Development Organizations, Routledge, 2001.



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<b>III SEMESTER MBA</b>	<b>T</b>	<b>P</b>
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<b>09MBIB308 Practicum on International Trade</b>		

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<b>IV SEMESTER MBA</b>	<b>T</b>	<b>P</b>
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<b>09MBIB401 Entrepreneurship</b>		

The objective of the course is to make students understand the nature of entrepreneurship, and its importance to business.

**Unit -1:** Nature of Entrepreneurship; Essential features, attitude and leadership of entrepreneur Characteristics, Qualities and skills, functions of entrepreneur, Ethics in entrepreneur-Entrepreneur scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, joint stock company, corporate entrepreneurship, intrapreneurship, Role of Government in the promotion of Entrepreneur, State Enterprises in India.

**Unit -2:**Aspects of Promotion: Opportunity Analysis, SWOT Analysis, Internal and External Environment Analysis, Technological Competitiveness, Entrepreneurs and legal regulatory systems, patents and trademarks, Intellectual Property Rights.- Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle, Project Planning, Feasibility, SWOT Analysis, Product and Process Development, Major steps in product development.

**Unit -3:**Financial Aspects of the Entrepreneurship: Source of Capital, Debt-Equity Financing Commercial Banks, Bank Loans, Assessment of Benefits and Costs, Informal Agencies In financing entrepreneurs, Government Grants and Subsidies, Types of Investors and Private Offerings. Entrepreneurial Strategy: Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.

**Unit -4:** Women Entrepreneurship: Introduction, The dynamic need, entrepreneurship in a Developing economy, the scope of entrepreneurship among women, promotional efforts supporting women entrepreneurs in India, Issues of employment generation.

**Unit -5:** Rural Entrepreneurship and EDPs: Need, Rural Industrialisation, NGO's and Rural Entrepreneurship, Need for EDP,s, Objectives of EDPs, course contents and curriculum of EDPs, Phases of EDPs, & Evaluation of EDPs

**References:**

- H. Nandan, Fundamentals of Entrepreneurship, PHI, First Edition, New Delhi, 2007.
- Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Sixth Edition, New Delhi, 2006.
- Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.
- Madhurima Lall, Shikha Sahai, entrepreneurship, Excel Books, First Edition, New Delhi, 2006.
- S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2007.
- Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship And Small Business Management, Fourth Edition, Pearson, New Delhi, 2006
- S.R. Bhowmik, M. Bhowmik, Entrepreneurship-A tool for Economic Growth And A key to Business Success, New Age International Publishers, First Edition, (formerly Wiley Eastern Limited), 2007.

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**IV SEMESTER MBA**

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**09MBIB402 Risk Management & Insurance**

The Objective of this course is to give students a deeper insight into the concepts and strategies of Risk Management and Insurance.

**Unit -1: Introduction to Risk** – Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Identification and Measurement, Risk Management Techniques: Non Insurance Methods.

**Unit -2: Insurance as a Risk Management Tool:** Techniques Principles: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of utmost good Faith, Requisites of Insurable Risks, Requirements of an Insurance Contract, Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers.

**Unit- 3: Risk Management in Banks:** An overview of Banking operations (both domestic and foreign) – Credit risk, Operational Risk, market risk management – corporate governance in banks – Risk Management Strategies to contain and prevent funds.

**Unit-4: Insurance Industry:** Life Insurance and Non-Life Insurance, - Growth development and Role of insurance in the economy – Role of regulatory agencies.

**Unit-5: Risk Management in Capital Markets and Financial Services:** Basics of capital markets and financial services in terms of stock markets, payment and settlement systems, merchant banking services, mutual funds – Role of derivatives, swaps, hedging tools in risk management.

**References**

- Scott E. Harringam Gregory R. Nichaus: Risk Management & Insurance, , TMH, 2009.
- George E. Rejda: Principles of risk Management & Insurance, , 9/e, Pearson Education, 2009.
- G.Koteshwar: Risk Management Insurance and Derivatives, Himalaya, 2008
- Gulati: Principles of Insurance Management, Excel, 2009
- James S Trieschmann, Robert E. Hoyt & David N. Sommer: Risk Management & Insurance, Cengage, 2009.
- Dorfman: Introduction to Risk Management and Insurance, 8/e,Pearson, 2009.
- P.K.Gupta: Insurance and Risk Management, Himalaya ,2009.
- Mark S.Dorfman: Risk Management and Insurance, Pearson, 2009.
- Vivek & P.N. Asthana: Financial Risk Management, Himalaya,2009

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<b>MBA – IB – IV SEMESTER</b>	<b>4</b>	<b>0</b>

**09MBIB403 MERGERS AND ACQUISITIONS**

**Unit-I: Introduction to Mergers and Acquisitions:** Participants in Mergers and Acquisitions – Common Motivations and Impact of Mergers and Acquisitions – Challenges towards successful Mergers and Acquisitions. Take over Tactics: Alternative Takeover Tactics – Alternative Takeover decision – Prebid and Postbid.

**Unit – II: Regulatory Issues in Mergers:** Federal Security Laws – Insider Trading Laws – Antitrust laws – State Regulations effecting Mergers and Acquisitions – Regulated industries – Environmental Laws – Labour and Benefit Law.

**Unit – III: Developing Business and Acquisition Plans:** Planning Based Approach for Mergers and Acquisitions – Building Business Plan – Building Mergers and Acquisitions plan – The Search and Screening Process – Negotiations – Implementing Post Closing Evaluation .

**Unit – IV : Integration: Mergers, Acquisitions and Business Alliances:** The Role of Integration in successful mergers and Acquisitions – Integration as a process – Integrating Business Alliances.

**Unit – V: Shared Growth and Shared Control Strategies:** Motivations for Business Alliances – Critical Success Factors for Business Alliances – Strategic and Operational Plans – Strategic and Operational Plans – Business Alliances Deal Structuring.

**Alternative Exit and Restructuring Strategies** - Motivators for Exiting Businesses – Divestitures – Spin offs and Split ups - **Equity** Carve outs – Voluntary Liquidations.

**References:**

- Donald De Pamphilis: Mergers, Acquisitions and other Restructuring Activities, 2/e, Academic Press, 2003.
- J.Fred Weston, Chung and Hoag: Megers, Restructuring and Corporate Control, PHI, 2000.
- Kamal ghosh Ray: Mergers and Acquisitions, PHI, 2010
- Mark Chomas; Mergers and Acquisitions, Viva, 2009

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**IV SEMESTER MBA**

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**09MBIB404 Advanced Practicum**

Students are required to work the entire fourth semester on the project even as they undergo the assigned course work of this semester. The students can choose specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before they commence the project work it is suggested that they write a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for their subsequent work. The project should have an internal faculty as guide. It can be from the sectors such as Pharma, Jewellery, Software, Apparel, Engineering, Handicrafts and Handlooms.

**References**

- Business Essentials: *Research Project*, Viva, 2009
- Paul Oliver: *Writing Your Thesis*, Sage, 2009
- M.K.Rampal & S.L.Gupta: *Project Report Writing*, Paragon International, 2009
- Michael Jay Polonsky: *David S Waller: Designing and Managing a Research Project*, Sage, 2009
- Surendra Kumar: *An Aid to Project Work*, Paragon International, 2009.