

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**CONSUMER BEHAVIOR  
(Marketing Elective)**

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

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

**Unit-I**

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

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

**Unit-II**

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

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

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

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

**Unit-III**

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

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

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

**Unit-IV**

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

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

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

**Unit-V**

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

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

**REFERENCES**

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

**Note:** All six references have equal weightage and students can buy / refer according to their choice

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**SALES AND DISTRIBUTION  
(Marketing Elective)**

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

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

**Unit-I**

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

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

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

**Unit-II**

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

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

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

**Unit-III**

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

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

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

**Unit-IV**

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

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

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

**Unit-V**

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

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

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

**REFERENCES**

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

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

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**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**INTEGRATED MARKETING COMMUNICATION  
(Marketing Elective)**

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

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

**Unit-I**

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

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

**Unit-II**

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

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

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

**Unit-III**

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

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

**Unit-IV**

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

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

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

**Unit-V**

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

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

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

**REFERENCES:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**RETAILING MANGEMENT  
(Marketing Elective)**

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

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

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

**Unit-I**

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

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

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

**Unit-II**

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

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

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

**Case:** Tanishq. (Suja Nair page no 440)

**Unit-III**

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

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

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

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

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

**Unit-IV**

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

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

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

**Unit-V**

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

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

**TEXT BOOK**

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

**Note:** All six references have equal weightage and students can buy / refer according to their choice

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

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**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**SERVICES MARKETING  
(Marketing Elective)**

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

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

**Unit-I**

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

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

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

**Unit-II**

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

**Case1:** The Crestwood Inn, (John E.G.Bateson Page no 320-321)

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

**Unit-III**

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

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

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

**Unit-IV**

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

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

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

**Unit-V**

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

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

**REFERENCES**

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

**Note:** All six references have equal weightage and students can buy / refer according to their choice

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

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**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**INTERNATIONAL MARKETING  
(Marketing Elective)**

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

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

**Unit-I**

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

**Unit-II**

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

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

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

**Unit-III**

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

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

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

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

**Unit-IV**

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

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

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

**Unit-V**

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

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

**REFERENCES:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**STRATEGIC MANAGEMENT ACCOUNTING  
(Finance Elective)**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**Suggested Readings:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

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

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**REFERENCES:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

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

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**Suggested Readings:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**STRATEGIC INVESTMENT AND FINANCING DECISIONS  
(Finance Elective)**

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

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**REFERENCES :**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**INTERNATIONAL FINANCIAL MANAGEMENT  
(Finance Elective)**

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

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**TEXT BOOKS:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**FINANCIAL DERIVATIVES  
(Finance Elective)**

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

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

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

**Unit-IV**

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

**Unit-V**

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

**REFERENCES :**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**PERFORMANCE MANAGEMENT  
(HR Elective)**

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

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

**Unit-I**

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

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

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

**Unit-II**

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

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

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

**Unit-III**

Performance Management and employee development, Performance Management skills.

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

**Unit-IV**

Reward Systems and legal issues, Managing Team performance.

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

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

**Unit-V**

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

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

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

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

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

**REFERENCES**

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



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**TRAINING FOR DEVELOPMENT  
(HR Elective)**

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

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

**Unit-I**

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

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

Case :LG Electronics ((Nick Blanchard)

Case : The wilderness training lab((Nick Blanchard)

**Unit-II**

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

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

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

**Unit-III**

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

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

**Unit-IV**

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

Case : Jack goes to training. (Nick Blanchard)

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

**Unit-V**

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

**Case :** The competent employee. (Nick Blanchard)

**REFERENCES :**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**MANAGEMENT OF INDUSTRIAL RELATIONS  
(HR Elective)**

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

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

**Unit-I**

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

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

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

**Unit-II**

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

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

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

**Unit-III**

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

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

**Unit-IV**

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

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

**Unit-V**

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

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

**TEXT BOOK:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**COMPENSATION & REWARD MANAGEMENT  
(HR Elective)**

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

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

**Unit-I**

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

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

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

**Unit-II**

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

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

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

**Unit-III**

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

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

**Unit-IV**

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

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

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

**Unit-V**

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

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

**TEXT BOOK:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Unit – I**

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

**Unit – II**

**International Recruitment and Selection:** Approaches to international Recruitment- ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments

**IHRM practices – USA, UK, Japan and India** A comparative study

**Unit – III:**

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

**UNIT-IV:**

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

**UNIT-V:**

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

**REFERENCES:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**LEADERSHIP AND CHANGE MANAGEMENT**

**Unit – I**

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

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

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

**Unit – II**

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

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

**Unit - III**

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

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

**Unit – IV**

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

**Case:** Restructuring at Flexco (Adrian page no 57)

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

**Unit – V**

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

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

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

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

**REFERENCES:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**BUSINESS INTELLIGENCE  
(Systems Elective)**

**Course Aim:** It enables the student understand the concepts of Business Intelligence

**Learning Outcome:** The student understands Data Ware Housing, Data Mining for Business Intelligence, Business Rules and Business Intelligence Implementation.

**Unit-I**

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

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

**Unit-II**

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

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

**Unit-III**

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

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

**Unit-IV**

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

**Unit-V**

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

**REFERENCES**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**DATABASE MANGEMENT SYSTEMS  
(Systems Elective)**

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**REFERENCES:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**DECISION SUPPORT SYSTEM  
(Systems Elective)**

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

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

**Unit-I**

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

Cases.

**Unit-II**

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

Cases.

**Unit-III**

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

Cases.

**Unit-IV**

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

Cases.

**Unit-V**

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

Cases.

**REFERENCES:**

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



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**E-BUSINESS  
(Systems Elective)**

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

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**REFERENCES:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

**CYBER SECURITY  
(SYSTEMS ELECTIVE)**

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

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**REFERENCES:**

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA**

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

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

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

**Unit-I**

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

Cases.

**Unit-II**

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

Cases.

**Unit-III**

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

Cases.

**Unit-IV**

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

Cases.

**Unit-V**

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

Cases.

**REFERENCES:**

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