

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MASTER OF BUSINESS ADMINISTRATION (MBA) R15

COURSE STRUCTURE AND SYLLABUS

I Year – I Semester

Category	Course Title	Int. marks	Ext. marks	L	P	C
Core Course II	MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	25	75	3	-	3
Core Course II	BUSINESS LAWS & BUSINESS ENVIRONMENT	25	75	3	-	3
Core Course III	MANAGERIAL ECONOMICS	25	75	3	-	3
Core Course IV	FINANCIAL ACCOUNTING & ANALYSIS	25	75	3	-	3
Core Course V	STATISTICS FOR MANAGEMENT	25	75	3	-	3
Open Elective I	<ul style="list-style-type: none"> • CROSS CULTURE MANAGEMENT • WTO & IPR • TOTAL QUALITY MANAGEMENT • PROJECT MANAGEMENT 	25	75	3	-	3
Laboratory	STATISTICAL DATA ANALYSIS - LAB	50	-	-	4	2
Seminar	BUSINESS COMMUNICATION- SEMINAR	50	-	-	4	2
Total Credits				18	8	22

I Year - II Semester

Category	Course Title	Int. marks	Ext. marks	L	P	C
Core Course I	HUMAN RESOURCE MANAGEMENT	25	75	3	-	3
Core Course II	MARKETING MANAGEMENT	25	75	3	-	3
Core Course III	FINANCIAL MANAGEMENT	25	75	3	-	3
Core Course IV	QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	25	75	3	-	3
Core Course V	MIS & ERP	25	75	3	-	3
Open Elective I	<ul style="list-style-type: none"> • FOREIGN TRADE • BANKING,INSURANCE & RISK MANAGEMENT • LOGISTICS & SUPPLY CHAIN MANAGEMENT • MSME MANAGEMENT 	25	75	3	-	3
Laboratory	ANNUAL REPORT ANALYSIS - LAB	50	-	-	4	2
Seminar	SUMMER INTERNSHIP - SEMINAR	50	-	-	4	2
Total Credits				18	8	22

II Year – I Semester

Category	Course Title	Int. marks	Ext. marks	L	P	C
Core Course I	PRODUCTION & OPERATIONS MANAGEMENT	25	75	3	-	3
Core Course II	STRATEGIC MANAGEMENT	25	75	3	-	3
Core Course III	RESEARCH METHDOLOGY	25	75	3	-	3
Core Elective I	(MRKG/HRM/FIN/SYS)	25	75	3	-	3
Core Elective II	(MRKG/HRM/FIN/SYS)	25	75	3	-	3
Core Elective III	(MRKG/HRM/FIN/SYS)	25	75	3	-	3
Seminar	PERSONAL EFFECTIVENESS - SEMINAR	50	-	-	4	2
Seminar	BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS - SEMINAR	50	-	-	4	2
Total Credits				18	8	22

II Year - II Semester

Category	Course Title	Int. marks	Ext. marks	L	P	C
Core Course I	ENTREPRENUERSHIP	25	75	3	-	3
Core Course II	MANAGEMENT OF TECHNOLOGY	25	75	3	-	3
Core Elective IV	(MRKG/HRM/FIN/SYS)	25	75	3	-	3
Core Elective V	(MRKG/HRM/FIN/SYS)	25	75	3	-	3
Core Elective VI	(MRKG/HRM/FIN/SYS)	25	75	3	-	3
Seminar	PRE SUBMISSION OF PROJECT –SEMINAR	50	-	-	4	2
	COMPREHENSIVE VIVA	-	100	-	4	2
	PROJECT	25	75	-		3
Total Credits				15	8	22

CORE ELECTIVE STREAMS (choose any one stream subjects as Core Electives)

MARKETING ELECTIVES
CONSUMER BEHAVIOUR
SALES AND DISTRIBUTION
INTEGRATED MARKETING COMMUNICATIONS
RETAILING MANAGEMENT
SERVICES MARKETING
INTERNATIONAL MARKETING
FINANCE ELECTIVES
STRATEGIC MANAGEMENT ACCOUNTING
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
FINANCIAL INSTITUTIONS, MARKETS & SERVICES
STRATEGIC INVESTMENT AND FINANCING DECISIONS
INTERNATIONAL FINANCIAL MANAGEMENT
FINANCIAL DERIVATIVES
HR ELECTIVES
PERFORMANCE MANAGEMENT
TRAINING AND DEVELOPMENT
MANAGEMENT OF INDUSTRIAL RELATIONS
COMPENSATION & REWARD MANAGEMENT
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
LEADERSHIP & CHANGE MANAGEMENT
SYSTEMS ELECTIVES
BUSINESS INTELLIGENCE
DATABASE MANAGEMENT SYSTEMS
DECISION SUPPORT SYSTEMS
E-BUSINESS
KNOWLEDGE MANAGEMENT
INFORMATION SYSTEMS, CONTROL AND AUDIT

Guidelines:

The guidelines of the MBA four semesters under CBCS are as follows:

I Semester and II Semester:

The first and second semesters contain 8 courses each of which first five are core courses, which are compulsory to all the students. The sixth course is Open Elective offered for the other branches of PG Courses of the University. However, the MBA students of School of Management Studies of JNTUH and Affiliated Colleges will register Open Elective Courses offered by the other branches (as per the Student Choice) and should complete it. The stand alone colleges of MBA students may register Open Elective subject in the other branches/departments or nearby Colleges of JNTUH. In the first semester SDA Lab and Business Communication Seminar are offered as internal papers and in second semester. AR Analysis and Summer Internship are offered as internal papers. MBA Department students should not select any of the subjects offered under open elective streams. The aim of CBCS as per the guidelines of UGC is such that, every branch of students have to study and complete some courses of unrelated branches. The MBA students are expected to study any one of the subjects of their choice in any one of the departments such as CSE, ECE, EEE, ME, Metallurgy, CE, Biotechnology, MCA etc. It is to be noted that the MBA students have to register and study the open elective subjects only in the PG Departments.

III Semester:

In the third semester, first three core courses are compulsory to all the students and four, five six are core electives offered. Under Core Electives – four different streams of Specializations are offered such as Marketing, HRM, Finance and Systems. Under each specialization 6 different courses/subject are offered and Students are free/open to opt any one of the four specializations offered. If a student opts for Finance Specialization, he has to study all three courses of Finance only in III Semester. The same is the case with HRM, Marketing and Systems. This type of elective system is imposed keeping in mind, the Industry/Banks/Private Sector/Public Sector expectations for their recruitment and selection process. A Seminar on the Business best practice and success stories of emerging leaders has been introduced as an internal paper which will be evaluated by an Internal examiner as per the Academic Regulations. Personal Effectiveness Seminar is also introduced as an internal paper in this semester.

IV Semester:

The first two courses of fourth semester are core courses which are compulsory to all the students. The students are supposed to study 3, 4 and 5 as Elective Courses. Under Core Electives – four different streams of Specializations are offered such as Marketing, HRM, Finance and Systems. Under each specialization 6 different courses are offered and Students are free/open to opt any one of the four specializations offered. If a student opts for Finance Specialization, he has to study all three courses of Finance only in the IV Semester. The same is the case with HRM, Marketing and Systems. This type of elective system is imposed keeping in mind, the Industry/Banks/Private Sector/Public Sector expectations for their recruitment and selection process. The 6th course is on pre-submission of the Project Seminar which is internal. The purpose of this course is to review the progress of MBA project of the Students and to guide them appropriately on the selection of Project Title, framing of objectives, hypotheses and

sampling selection. The 7th course is introduced as Comprehensive Viva which is External and the purpose is to evaluate the students subject knowledge in all the four semesters. The purpose of this course is particularly to enhance the employment potential of the student. The 8th course is MBA project for 100 marks, out of which 25 are internal and 75 are external and students are expected to complete the project within the time frame of 4th Semester academic calendar.

Please note: Colleges should mention every PRACTICAL /LAB AND Seminar Presentation Paper in the time table and faculty should be assigned accordingly and shown as workload. Purchase of CMIE Prowess Database and communication software/database is mandatory. Purchase of journals is also mandatory and students should be inspired to present journal articles, relevant to their area of interest, in the regular class. The academic committee should plan at least one presentation for ten minutes per week by every student without using any written notes or ppt.

Objectives of JNTUH MBA Programme

The objectives of MBA 2015 syllabus are:

- *To prepare graduates with the managerial skills necessary to enter careers in*
 - *Marketing*
 - *Finance*
 - *Human Resources*
 - *Systems*
- *To strengthen their knowledge of*
 - *Business Environmental Scanning*
 - *Planning, Organizing, Directing & Controlling*
 - *Decision Making and Communication*
 - *Establishing & Maintaining Organizations*
 - *Ensuring Growth and Stability of Organizations.*
- *To acquire ability to procure and utilize resources effectively and efficiently so as to achieve organizational, individual and societal objectives.*

Outcomes: Through outcome based learning centric approaches like case studies, group discussions, field visits, reading of books, References & journals, MBA graduates will be capable of:

- a. *Understanding business process and add value to it.*
- b. *Conducting management research to identify the reasons for the problems and to find solutions.*
- c. *Utilizing modern approaches and best practices to manage organizations.*
- d. *Use authority and power to influence people to get the work done.*
- e. *Understand organizational dynamics and interpersonal relations.*
- f. *Managing change.*
- g. *Developing employability skills to get jobs.*

JOURNALS

The colleges can procure any of the following journals to suit the minimum AICTE/JNTUH guidelines and in the interest of the students and faculty may procure more journals to create a management research environment in their colleges..

NATIONAL JOURNALS:

1. Vikalpa, IIM Ahmedabad, Frequency: quarterly.
2. IIM Bangalore Management Review. Frequency: Quarterly.
3. Decision, IIM Calcutta, Frequency: half yearly.
- 4..The Journal of Entrepreneurship, Frequency: Twice a Year.
5. Udyog Pragati, Frequency: Quarterly. SAGE.

7. Journal of Human Values, twice a Year. SAGE
8. Vision.The Journal of Business Perspective, Frequency: Quarterly.

MARKETING

1. Indian Journal of Marketing, Frequency: monthly.
2. MICA Communications, Frequency: Bi Annual.

FINANCE

1. Chartered Accountant, Frequency: Quarterly.
2. Finance India, Frequency: Quarterly.
3. Human Capital, Frequency: Monthly.
4. Management Accountant, Frequency: Monthly.
5. Journal of Accounting & Finance, Frequency: Half yearly.

HR

1. Indian Journal of Industrial Relation, Frequency: Quarterly.
2. NHRD Journal of Career Management, SAGE
3. Management and Labour Studies, Frequency: Quarterly. SAGE.
4. Personnel today, Frequency: Quarterly.
5. Leadership excellence (Indian Edition), Frequency: Monthly.
6. Indian Journal of Training & Development, Frequency: Quarterly.

INTERNATIONAL JOURNALS

1. Harvard Business Review, Frequency: yearly 10.
2. Supervision
3. Academy of Management Journal
4. Academy of Management Perspectives.
5. Marketing Research.
6. Journal of Finance.

MAGAZINES:

1. Indian Management Frequency: Monthly.
2. Business India, Frequency: 26 yearly.
3. Business World Frequency: 52 yearly.
4. Business Today Frequency: 26 yearly.
5. Fortune International Frequency: 26 yearly.
6. University News Frequency: 52 yearly.
7. Capital market Frequency: 26 yearly.

DATA BASES

1. CENTRE FOR MONITORING INDIAN ECONOMY, PROWESS. For details visit www.cmie.com
2. R.B.I Bulletin Frequency: Monthly.
3. ECONOMIC SURVEY: For details visit Planning Commission Website.

FUNDS: The college managements may note that there are several major and minor research projects and funds available with UGC and AICTE. The principal and faculty may be advised to apply by visiting UGC and AICTE websites from time to time.

Faculty and Students are requested to note that the syllabus 2015 is designed with an intention to give an opportunity to the students to focus on the job they want to do after MBA. **“Students may be informed that taking of short cuts to complete seminars and project may lead to hardships in the short and long run”**. Faculty are also requested to be facilitators in the class room and inspire the students to discuss cases in the class. The curriculum provides ample scope for the students to make seminar presentations in the class. They are advised to note all the mini projects and work continuously from the first semester. The reports may be submitted as per the syllabus structure.

In order to increase seriousness among students to do the main project work, two seminar papers are introduced. For details for evaluation of practicals and seminar presentations please refer JNTUH Academic Regulations.. Students are advised to integrate the practicals, seminars with the job they prefer after MBA.

PEDAGOGY FOR JNTUH MBA

Case Analysis and Preparation:

Business Administration and Management can be well understood if cases are analyzed by students and faculty in every class daily. This will enable MBA students develop communication skills and give exposure to practical and live examples of how managers are taking decisions on different situations they come across on a regular basis. In addition students should interact with company executives and prepare case lets. This will help them understand the internal and external factors affecting an organization's growth and also understand the challenges of executives and the organization.

Student Presentations on Field Visits

Students should make a field visit to any small, medium or large organization or any entrepreneur. They can also visit shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model. They may also offer to help the business organizations over a period of two years (as and when possible) and gain the practical exposure. Presentation of their experiences during the field visits will enable them to enhance their creativity towards solutions for the issues and challenges they observe during the field visits.

Expert Lectures and Seminars

The faculty of the MBA departments should organize seminars and give opportunity for their students to express their ideas. Faculty from the college or nearby colleges can be judges to evaluate performance in the seminar presentations. Every faculty of marketing, finance, HR and Systems should come together to conduct a two day seminar for each elective they teach and experts from the industry and academia should be invited to share their ideas. College managements are requested to give their full support in this regard.

Industrial Visits:

All the MBA students should plan and visit various organizations and observe the real life situations and problems. This will enable them to understand how different strategies, policies and approaches are implemented in different organizations.

Faculty as Facilitator:

There are several sources of cases available from books, business magazines like Business Today, Business World etc., News Papers like Business Standard, Journals like HBR, Vikalpa etc. Even soft copies of these cases are available in the internet. For example if we type business standard cases in google we can see weekly cases along with solutions offered by the corporate executives. *Faculty should inspire students and act as a facilitator to motivate students to analyze cases in every class and also encourage them to go for field visits.*

College Academic Committee:

College is expected to constitute an academic committee Chaired by the MBA head and all subject teachers to discuss case studies to be conducted in the class, reference material and session plan to cover the syllabus. Cases / Assignments should be planned and circulated in advance to the students.

PLEASE NOTE: CASES IN THE SYLLABUS ARE SUGGESTIVE AND FACULTY ARE FREE TO USE ANY CASE FROM ANY SOURCE TO UNDERSTAND THE REALITIES OF THE INDUSTRY. STUDENTS MAY ALSO BE INSPIRED TO BRING INTERESTING CASES, MANAGEMENT AND LEADERSHIP VIDEOS FROM YOUTUBE FOR DISCUSSIN IN THE CLASS. COLLEGE SHOULD PROVIDE ONE ROOM WITH AUDIO VISUAL AIDS.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA I-Sem

MANAGEMENT & ORGANIZATION BEHAVIOR

Course Aim: Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

Learning outcome:

The students should be able to learn the history of management and the contributions of important management researchers.

They should be able to understand the relevance of environmental scanning, planning and how to take decisions.

The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

Unit – I

History of Management: Theories of Management-Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory

Case1: Work Force Diversity

Unit – II

Problem solving, Decision Making and Planning: Problem Solving and Decision making, Classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and select the most feasible plan, implement decision and control, Plans, types of plans, steps involved in planning process.

Unit – III

Organizing and controlling: Principles of organizing, organizational design, relation between authority, power and influence; organizational functional and control systems, types of controls

Unit – IV

Organizational Behavior – individual and group behavior: Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

Unit – V

Leadership, Motivation and Organizational Structure: Leadership theories, Power and Politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory and other relevant theories of motivation

REFERENCES:

1. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
2. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012
3. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publshings
4. Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
5. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
6. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA I-Sem

BUSINESS LAW AND BUSINESS ENVIRONMENT

UNIT I

Law of Contract - 1872: Nature of contract and essential elements; types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and Discharge of contracts, Remedies for breach of contract, Indemnity and Guarantee, Latest Amendments.

UNIT II

Companies Act established year 1956: Steps and procedure for Incorporation of the company, Company Management–Appointment of Directors; Powers, Duties & liabilities of Directors; Company Meetings, Resolutions, Winding-up of a Company, Latest Amendments, Companies Amendment ACT 2013, changes and guidelines, discussion on latest and current amendments.

UNIT III

Basic Business Regulations:

Negotiable Instruments Act – 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, Cheques, and their definitions and characteristics, Types of endorsements, Discharge of Parties, Latest Amendments.

UNIT IV

Introduction to Business Environment: Macro Environment Analysis (PESTEL Model); Industrial Policies: A brief review of industrial policies since Independence, Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, EXIM Policy, FDI in INDIA.

UNIT V

Balance of Payments: Structure, Major components of Balance of payments, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

REFERENCES:

1. RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
2. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition
3. S.S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition
4. K.Asathappa, Essentials of Business Environment, Himalaya Publication house, 2008.
5. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007
6. S.N.Maheshwari & Maheshwari, *Business Regulatory*

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA I-Sem

MANAGERIAL ECONOMICS

Course Aim: To enable students acquire knowledge to understand the economic environment of an organization.

Learning Outcome: Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

Unit-I:

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- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Case: 1 The objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15)

Case: 2 Dabur India Limited Growing Big and Global (Geetika, 2nd Edition page no 64)

Case: 3 Profits in the personal computer industry (Dominick Salvatore page no 19)

Case: 4 Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore page no 44)

Unit-II:

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.

Case: 1 Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore pages no 195)

Case: 2 Price Elasticity's of Demand in the Real World (Dominick Salvatore page no 110)

Case: 3 Northern Turkey (Craig H.Petersen page no 172-173)

Case: 4 Income Elasticity of Demand (H.Kaushal Macmillan page no 39-41)

Case: 5 Cross Demand (H.Kaushal Macmillan page no 48)

Case: 6 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

Unit-III:

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

Case: 1 Labor productivity and Total compensation in the United States and Abroad (Dominick Salvatore page no 253)

Case: 2 Naveen Construction Companies (Craig H.Petersen page no 293)

Case: 3 Substitutability between Gasoline consumption acid driving times (Dominick Salvatore page no 265)

Case: 4 How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278)

Unit-IV:

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.

Case: 1 Out Sourcing to India: way to Fast Track (Geetika page no 272)

Case: 2 The Shape of the long –Run Average cost curves in various industries (Dominick Salvatore page no 265)

Case: 3 BLP Corporation (Sumitrapal, Macmillan page no 203)

Case: 4 Mr. Martin Gets Chewed out by the Boss (W.Bruce Allen page no 150)

Unit-V:

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

Case: 1 Pricing of innovative product (H.Kaushal Macmillan page no 78)

Case: Pacific copper enterprises(W.Bruce Allen)

Case: 3 Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan page no 240)

Case: 4 Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no 369)

REFERENCES

1. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14th edition* Pearson, 2014.
2. 'Dominick Salvatore *Managerial Economics* 7th Edition Oxford 2012.
3. W.Bruce Allen, *Managerial Economics Theory, Applications, and Cases* 8th Edition.
4. G S Gupta, *Managerial Economics*, 2nd edition, TMH, 2012.
5. H. L. Ahuja, *Managerial Economics*, S. Chand, 2012
6. D.N. Dwivedi, *Managerial Economics*, Vikas, 2012.

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MBA I-Sem

FINANCIAL ACCOUNTING AND ANALYSIS

Course Aim: The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

Learning Objectives: To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

Unit-I:

Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle.

Unit-II:

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. Valuation of fixed assets- Tangible vs Intangible assets, and methods of depreciation. Depreciation concept—Depreciation of Fixed Assets -Methods of depreciation—their impact on measurement of business Accounting.

Unit-III:

Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts- ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

Unit-IV:

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

Unit-V:

Financial Analysis-II: Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

REFERENCES:

1. V.Rajasekharan,R.Lalitha "Financial Accounting & Analysis" Pearson Education, New Delhi, 2015
2. Paresh Shah "Basic Financial Accounting for Management", Oxford University Press, New Delhi, 2014.
3. Dhanesh K.Khatri "Financial Accounting & Analysis", Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
4. N.Ramachandran : "Financial Accounting & Analysis" Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
5. Maheswari, Financial Accounting, IBH, 2015.
6. T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education Pvt Ltd, New Delhi 2015.

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA I-Sem

STATISTICS FOR MANAGEMENT

Unit – I:

Introduction to Statistics-Overview, origin and development and Managerial Applications of Statistics ,Statistics and the branches of the study, statistics& computers, limitations of statistics.

Unit – II:

Measures of central Tendency- Mean ,Median, Mode ,Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation , Standard deviation and co-efficient of variation Skewness: Karl Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

Unit – III:

Tabulation of Univariate , Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional ,Two dimensional and three dimensional diagrams and graphs

Unit – IV:

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

Unit – V:

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction ,Characteristics and uses of index numbers ,types of index numbers , un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

REFERENCES:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.
2. Beri, " Business Statistics ", 2015, 1st Ed, TMH.
3. Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
5. Levine , Stephan , krehbiel , Berenson -Statistics for Managers using Microsoft Excel,PHI .
6. J. K Sharma, "Business Statistics", 2015, 2nd Ed. Pearson.

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MBA I-Sem

**CROSS CULTURAL MANAGEMENT
(Open Elective – I)**

Unit-I:

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-II:

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

Unit-III:

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

Unit- IV:

Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

Unit-V:

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

1. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
6. Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland,USA

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

MBA I-Sem

WTO & IPR (Open Elective – I)

Unit -I:

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 -II:

WIPO – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hauge Agreement – UPOV.

Unit -III:

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 -IV:

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 -V:

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

1. P. K. Vasudeva ,World Trade Organization: Implications on Indian Economy, Pearson Education, 2015
2. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.
3. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
4. Carlos M. Correa- Intellectual property rights , The WTO and Developing countries-Zed books
5. Peter-Tobias stoll, Jan busche , Katrian arend- WTO- Trade –related aspects of IPR- Library of congress
6. Surendra Bhandari- World Trade Organisation (WTO) and Developing Countries- Vikas Publishing House

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MBA I-Sem

TOTAL QUALITY MANAGEMENT (Open Elective – I)

Course Aim: The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

UNIT-I:

Principles and Practices-I: Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM- Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils-Strategic Planning- Customer Satisfaction-Customer perception of Quality-service Quality,-Customer Retention-Employee Involvement-Employee survey-Empowerment-Gain sharing-Performance Appraisal.

UNIT-II:

Principles and Practices-II: Continuous process Improvement,- the Juran trilogy,- The PDCA Cycle-Kaizen- Reengineering. Supplier Partnership- Partnering-Sourcing-Supplier Selection-Supplier rating- Performance Measures-Basic concept-Strategy-Quality cost- Bench marking- reasons for bench marking- Process-Understanding current performance-Pitfalls and criticism of benchmarking.

Unit-III:

Tools and Techniques-I: Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards- Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process.

UNIT-IV:

Tools and Techniques-II: Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

UNIT-V:

Management Tools: Management Tools,-Introduction-Forced field Analysis-Tree diagram- Process decision Program Chart-Statistical Process Control-Cause and Effect diagram-Histogram-state of control – Process Capability- Experimental Design-Hypothesis-Orthogonal Design-Two factors and Full factors-Quality Strategy for Indian Industries-Quality Management in India.

REFERENCES :

1. Joel E Ross : Total Quality Management, 3rd Edition,CRC press,2015
2. Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2015
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M charantimath Total Quality Management, Pearson Education, 2015
5. Kanishka Bedi: Quality Management, Oxford, 2015.
6. Dr.S.Kumar , Total Quality Management, University Science Press ,2015

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MBA I-Sem

**PROJECT MANAGEMENT
(Open Elective – I)**

Course Aim: The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

UNIT-I

Introduction: Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

UNIT-II:

Project Planning: Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

UNIT-III

Project Execution: Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process , risk management an integrated approach, cost Management, Creating a project Budget.

UNIT-IV

Leading Project Teams: Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

UNIT-V

Performance Measurement and Evaluation: Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

REFERENCES

1. Gray, Larson: Project Management-Tata McGraw Hill-2015
2. Jeffery K.Pinto: Project Management-Pearson Education-2015
3. Enzo Frigenti: Project Management-Kogan, 2015
4. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
5. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.
6. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

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MBA I-Sem

STATISTICAL DATA ANALYSIS -PRACTICAL (MS-EXCEL LAB)

Course aim: The course aims is to understand MS Excel for applying statistical tools learnt in RMSA.

Learning Outcome: The learning outcome is that the students should be able to:

Analyse the data to draw inference for decision making.

Understand application of statistical measures of central tendency.

Understand application of ANOVA.

Analyse trends.

Test hypotheses.

Syllabus - PART A

I. About EXCEL

1. Introduction, Uses of Excel, New functions and features of excel 2007.
2. Getting started with excel: Opening a blank or new workbook, general organization.
3. Highlights and main functions: Home, Insert, page layout, formulas.
4. Highlights and main functions: Data, review, view, add-ins.
5. Using the Excel help function.

II General EXCEL Lessons

6. Customizing the Quick Access Toolbar.
7. Creating and Using Templates.
8. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
9. Formatting Data and Using the Right Mouse Click.
10. Saving, Page Setup, and Printing.
11. Using Headers and Footers.
12. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
13. Data from External Sources.
14. Using and Formatting Tables.
15. Basic Formulas and Use of Functions.
16. Data Analysis Using Charts and Graphs.
17. Managing, Inserting, and Copying Worksheets.
18. Securing the Excel Document (Protect Cells and Workbook).

III ADVANCED EXCEL LESSONS

19. Advanced Formulas and Functions.
20. Advanced Worksheet Features.
21. Advanced Data Analysis using PivotTables and Pivot Charts.

PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL

IV Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

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

VI Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

REFERENCES

1. Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.
2. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
3. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
4. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
5. Shelly, MS Office, 2007, Cengage, 2009.
6. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.

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MBA I-Sem

BUSINESS COMMUNICATIONS – SEMINAR

Aim: Aim is to enable students understand how to write business letters and improve written communication.

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

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

Unit-I:

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

Case Study: Communication Complication in English(Meenakshi...).

Unit-II:

Business Correspondence: Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

Case Study: Missing Briefcase (Meenakshi...).

Unit-III:

Instructions: Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.

Case Study: How to operate the Minolta Freedom 3 Camera. (Meenakshi...)

Unit-IV:

Business Reports and Proposals: Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

Case Study: Handling unsolicited proposals for private infrastructure projects(Meenakshi...).

Case Study: The key board syndrome(Meenakshi...).

Unit-V:

Careers and Resumes : Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

Case Study: Recruitment Drive at SOBER. (Meenakshi...).

REFERENCES:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Lesikar: Basic Business Communication, TMH, 2015.
3. David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
4. Rajendra Pal, J S Korlahahi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
5. Business English Dictionary, Pearson, 2015.
6. Lehman and Dufrene Sinha, BCOM (Business Communication) 2nd edition, Cengage, 2012.