

# **COURSE STRUCTURE AND DETAILED SYLLABUS**

**TWO YEAR DEGREE COURSE**  
*(Applicable for the batches admitted from 2015-2016)*  
**I-YEAR**



**JAYAMUKHI INSTITUTE OF TECHNOLOGICAL SCIENCES**  
**(Autonomous)**  
Narsampet, Warangal – 506 332  
Telangana State, India

**JAYAMUKHI INSTITUTE OF TECHNOLOGICAL SCIENCES  
(AUTONOMOUS)  
Narsampet, Warangal- 506 332**

**R 15 - ACADEMIC REGULATIONS (CBCS) FOR MBA (REGULAR) DEGREE PROGRAMME**

Applicable for the students of Master of Business Administration (MBA) (Regular) programme from the Academic Year *2015-16* and onwards

The MBA Degree of JAYAMUKHI INSTITUTE OF TECHNOLOGICAL SCIENCES Hyderabad shall be conferred on candidates who are admitted to the programme and who fulfill all the requirements for the award of the Degree.

**1 ELIGIBILITY FOR ADMISSIONS**

Admission to the above programme shall be made subject to eligibility and qualification as prescribed by the University from time to time.

Admissions shall be made on the basis of merit/rank obtained by the candidate qualified at ICET or Entrance Test conducted by the University or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. from time to time.

**2 AWARD OF MBA DEGREE**

- 2.1 A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study in not less than two and not more than four academic years. However, he is permitted to write the examinations for two more years after four academic years of course work, failing which he shall forfeit his seat in MBA programme.
- 2.2 The student shall register for all 88 credits and secure all the 88 credits.
- 2.3 The minimum instruction days in each semester are 90.

**3 COURSE REGISTRATION**

- 3.1 A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.
- 3.2 Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work through 'ON-LINE SUBMISSIONS', ensuring 'DATE and TIME Stamping'. The ON-LINE Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.
- 3.3 A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student

- 3.4 If the Student submits ambiguous choices or multiple options or erroneous entries during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/Course in that Category will be taken into consideration.
- 3.5 Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices will also not be considered. However, if the Subject/ Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the Student shall be allowed to have alternate choice either for a new Subject (subject to offering of such a Subject), or for another existing Subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of Department, with due notification and time- framed schedule, within the FIRST WEEK from the commencement of Class-work for that Semester.

#### **4. ATTENDANCE**

The programme offered on a unit basis with each subject being considered a unit.

- 4.1 Attendance in all classes (Lectures/Laboratories etc.) is compulsory. The minimum required attendance in each theory / laboratory etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the End Semester examination. A student shall not be permitted to appear for the Semester End Examinations (SEE) if his attendance is less than 75%.
- 4.2 Condonation of shortage of attendance in each subject upto 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee.
- 4.3 Shortage of Attendance below 65% in each subject shall not be condoned.
- 4.4 Students whose shortage of attendance is not condoned in any subject are not eligible to write their end semester examination of that subject and their registration shall stand cancelled.
- 4.5 A prescribed fee shall be payable towards condonation of shortage of attendance.
- 4.6 A Candidate shall put in a minimum required attendance at least three (3) theory subjects in each semester for promoting to next Semester. In order to qualify for the award of the MBA Degree, the candidate shall complete all the academic requirements of the subjects, as per the course structure.
- 4.7 A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present Semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission into the same class.

#### **5. EVALUATION**

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 50 marks for practical's, on the basis of Internal Evaluation and End Semester Examination.

- 5.1 For the theory subjects 60 marks shall be awarded for the performance in the Semester End Examination and 40 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the best of the marks secured in the two Mid Term-Examinations conducted, one in the middle of the Semester and the other, immediately after the completion of Semester instructions. Each mid-term examination shall be conducted for a total duration of 120 minutes with contains 06 Questions out of which 04 has to

- be answered and each question carries 10 marks. The End Examination (Theory) will be conducted for 03 hours and the question paper contains 05 compulsory questions with internal choice and 06 question will be case Analysis, the candidate has to answer all questions each carrying 10 Marks.
- 5.2 For practical subjects (carrying max 50 marks), 60% marks shall be awarded for performance in the Semester End Examinations and 40% marks shall be awarded for day-to-day performance as Internal Marks.
- 5.3 For conducting laboratory end examinations of MBA Programmes, one internal examiner and one external examiner are to be appointed by the Principal of the College. External examiner should be selected from outside the College concerned but within the cluster. No external examiner should be appointed from any other College in the same cluster/any other cluster which is run by the same Management.
- 5.4 There shall be five seminar presentations during MBA program. For seminar, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, Supervisor and two other senior faculty members of the department. For each Seminar there will be only internal evaluation of 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.
- 5.4 There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Director of Evaluation. For this, the Principal of the College shall submit a panel of 3 examiners. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.
- 5.5 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Continuous Internal Evaluation taken together.
- 5.6 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 5.5) he has to reappear for the Semester End Examination in that subject.
- 5.7 A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within four weeks of commencement of the class work. In such a case, the candidate must re-register for the subjects and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the Semester End Examination in those subjects. In the event of the student taking another chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stands cancelled.
- 5.8 In case the candidate secures less than there quired attendance in any subject, he shall not be permitted to write the Semester End Examination in that subject. He shall re-register for the subject when next offered.

## 6 Examinations and Assessment - The Grading System

- 6.1 Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practicals, or Seminar, or Project, etc., based on the % marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 6 above, and a corresponding Letter Grade shall be given.
- 6.2 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

<i>% of Marks Secured (Class Intervals)</i>	<i>Letter Grade (UGC Guidelines)</i>	<i>Grade Points</i>
80% and above ( $\square$ 80% , $\leq$ 100% )	OS (Outstanding)	10
Below 80% but not less than 70% ( $\square$ 70% , $<$ 80% )	A <sup>+</sup> (Excellent)	9
Below 70% but not less than 60% ( $\square$ 60% , $<$ 70% )	A (Very Good)	8
Below 60% but not less than 55% ( $\square$ 55% , $<$ 60% )	B <sup>+</sup> (Good)	7
Below 55% but not less than 50% ( $\square$ 50% , $<$ 55% )	B (above Average)	6
Below 50% ( $<$ 50% )	F (FAIL)	0
<b>Absent</b>	<b>Ab</b>	

- 6.3 A student obtaining F Grade in any Subject shall be considered 'failed' and is required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered. In such cases, his Internal Marks (CIE Marks) in those Subjects will remain the same as those he obtained earlier.

## 7. EVALUATION OF PROJECT/DISSERTATION WORK

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

- 7.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 7.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical.
- 7.3 After satisfying 7.2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 7.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of

topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.

- 7.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- 7.6 The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project dissertation only after successful completion of all theory and practical courses with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC. After the approval from the PRC, the candidate can go for final submission of dissertation.
- 7.7 Three copies of the dissertation certified by the supervisor shall be submitted to the College/School/Institute.
- 7.8 For Project Evaluation (Viva Voce) there is an internal marks of 40, the evaluation should be done by the PRC for 30 marks and Supervisor will evaluate for 10marks. The Supervisor and PRC will examine the Problem Definition, Objectives, Scope of Work, and Literature Survey in the same domain.
- 7.9 For Project Evaluation (Viva Voce) there is an external marks of 60 and the same evaluated by the External examiner appointed Controller of Examination and Chairman-BOS. The candidate has to Secure minimum of 50 marks out of 100 marks in the Project Evaluation (Viva-Voce) examination.
- 7.10 If he fails to fulfill as specified in 7.9, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfill, he will not be eligible for the award of the degree.
- 7.11 If the report of the examiner is not favorable, the candidate shall revise and resubmit the Dissertation. If the report of the examiner is unfavorable again, the dissertation shall be summarily rejected.
- 7.12 If the report of the examiner is favorable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the dissertation.
- 7.13 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

## **8. AWARD OF DEGREE AND CLASS**

- 8.1 A Student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of 88 Credits (with CGPA  $\geq$  6.0), shall be declared to have 'QUALIFIED' for the award of the MBA Degree as he admitted.

<b>Class Awarded</b>	<b>CGPA</b>
First Class with Distinction	$\geq 7.75$
First Class	$6.75 \leq \text{CGPA} < 7.75$
	$6.00 \leq \text{CGPA} < 6.75$

## 8.2 Award of Class

After a student has satisfied the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

## 9. WITHHOLDING OF RESULTS

If the student has not paid the dues, if any, to the University or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester. His degree will be withheld in such cases.

## 10. TRANSITORY REGULATIONS

- 10.1 If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of two earlier or equivalent subjects at a time as and when offered.
- 10.2 The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per R15 Academic Regulations.

## 11. GENERAL

- 11.1 **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 11.2 **Credit Point:** It is the product of grade point and number of credits for a course.
- 11.3 Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”.
- 11.4 The academic regulation should be read as a whole for the purpose of any interpretation.
- 11.5 In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
- 11.6 The University may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the University.

## MALPRACTICES RULES

### DISCIPLINARY ACTION FOR/IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/ Improper conduct	Punishment
	<i>If the candidate:</i>	
1.(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year.  The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	he candidate who has impersonated shall be expelled from examination hall .The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class



		work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in- charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall  or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.

		Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

**Malpractices identified by squad or special invigilators**

1. Punishments to the candidates as per the above guide lines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
  - (i) A show cause notice shall be issued to the college.
  - (ii) Impose suitable fine on the college.
  - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year

**JAYAMUKHI INSTITUTE OF TECHNOLOGICAL SCIENCES HYDERABAD  
MASTER OF BUSINESS ADMINISTRATION (MBA) R15**

**COURSE STRUCTURE AND SYLLABUS**

**I Year – I Semester**

Code	Course Title	Int. marks	Ext. marks	L	P	C
AJBM01	PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	40	60	3	-	3
AJBM02	BUSINESS LAWS & ENVIRONMENT	40	60	3	-	3
AJBM03	MANAGERIAL ECONOMICS	40	60	3	-	3
AJBM04	FINANCIAL ACCOUNTING & ANALYSIS	40	60	3	-	3
AJBM05	STATISTICS FOR MANAGEMENT	40	60	3	-	3
AJBM06	<ul style="list-style-type: none"> <li>• CROSS CULTURE MANAGEMENT</li> <li>• WTO &amp; IPR</li> <li>• TOTAL QUALITY MANAGEMENT</li> <li>• PROJECT MANAGEMENT</li> </ul>	40	60	3	-	3
AJBM52	STATISTICAL DATA ANALYSIS - LAB	50	-	-	4	2
AJBM53	BUSINESS COMMUNICATION- SEMINAR	50	-	-	4	2
<b>Total Credits</b>				<b>18</b>	<b>8</b>	<b>22</b>

**I Year - II Semester**

Code	Course Title	Int. marks	Ext. marks	L	P	C
AJBM07	HUMAN RESOURCE MANAGEMENT	40	60	3	-	3
AJBM08	MARKETING MANAGEMENT	40	60	3	-	3
AJBM09	FINANCIAL MANAGEMENT	40	60	3	-	3
AJBM10	QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	40	60	3	-	3
AJBM11	ERP	40	60	3	-	3
AJBM12	<input type="checkbox"/> FOREIGN TRADE <input type="checkbox"/> BANKING,INSURANCE & RISKMANAGEMENT <input type="checkbox"/> LOGISTICS & SUPPLY CHAIN MANAGEMENT <input type="checkbox"/> MSME MANAGEMENT	40	60	3	-	3
AJBM54	ANNUAL REPORT ANALYSIS - LAB	50	-	-	4	2
AJBM55	SUMMER INTERNSHIP - SEMINAR	50	-	-	4	2
<b>Total Credits</b>				<b>18</b>	<b>8</b>	<b>22</b>

**II Year – I Semester**

Code	Course Title	Int. mark s	Ext. mark s	L	P	C
AJBM13	OPERATIONS MANAGEMENT	40	60	3	-	3
AJBM14	STRATEGIC MANAGEMENT	40	60	3	-	3
AJBM15	RESEARCH METHDOLOGY	40	60	3	-	3
Core Elective I	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
Core Elective II	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
Core Elective III	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
AJBM56	PERSONAL EFFECTIVENESS - SEMINAR	50	-	-	4	2
AJBM57	BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS - SEMINAR	50	-	-	4	2
<b>Total Credits</b>				<b>18</b>	<b>8</b>	<b>22</b>

**II Year - II Semester**

Code	Course Title	Int. marks	Ext. marks	L	P	C
AJBM16	ENTREPRENUERSHIP	40	60	3	-	3
AJBM17	TECHNOLOGY MANAGEMENT	40	60	3	-	3
Core Elective IV	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
Core Elective V	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
Core Elective VI	(MRKG/HRM/FIN/SYS)	40	60	3	-	3
AJBM58	PRE SUBMISSION OF PROJECT –SEMINAR	50	-	-	4	2
AJBM59	COMPREHENSIVE VIVA	-	100	-	4	2
AJBM60	PROJECT	40	60	-	-	3
<b>Total Credits</b>				15	8	22

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

<b>MARKETING ELECTIVES</b>	
AJBMEM18	CONSUMER BEHAVIOUR
AJBMEM19	SALES AND DISTRIBUTION
AJBMEM20	INTEGRATED MARKETING COMMUNICATIONS
AJBMEM21	RETAILING MANAGEMENT
AJBMEM22	SERVICES MARKETING
AJBMEM23	INTERNATIONAL MARKETING
AJBMEM24	
AJBMEM25	

<b>FINANCE ELECTIVES</b>	
AJBMEF26	STRATEGIC MANAGEMENT ACCOUNTING
AJBMEF27	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
AJBMEF28	FINANCIAL INSTITUTIONS, MARKETS & SERVICES
AJBMEF29	STRATEGIC INVESTMENT AND FINANCING DECISIONS
AJBMEF30	INTERNATIONAL FINANCIAL MANAGEMENT
AJBMEF31	FINANCIAL DERIVATIVES
AJBMEF 32	
AJBMEF33	
AJBMEF34	

<b>HR ELECTIVES</b>	
AJBMEH35	PERFORMANCE MANAGEMENT
AJBMEH36	TRAINING AND DEVELOPMENT
AJBMEH37	MANAGEMENT OF INDUSTRIAL RELATIONS
AJBMEH38	COMPENSATION & REWARD MANAGEMENT
AJBMEH39	INTERNATIONAL HUMAN RESOURCE MANAGEMENT
AJBMEH40	LEADERSHIP & CHANGE MANAGEMENT
AJBMEH41	
AJBMEH42	
AJBMEH43	

<b>SYSTEMS ELECTIVES</b>	
AJBMES44	BUSINESS INTELLIGENCE
AJBMES45	DATABASE MANAGEMENT SYSTEMS
AJBMES46	DECISION SUPPORT SYSTEMS
AJBMES47	E-BUSINESS
AJBMES48	KNOWLEDGE MANAGEMENT
AJBMES49	INFORMATION SYSTEMS, CONTROL AND
AJBMES50	
AJBMES51	

**Legend:**

A – Autonomy J – Jayamukhi BM- Business Management

## **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 JITSH 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 JITSH. 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 6<sup>th</sup> 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 7<sup>th</sup> 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 8<sup>th</sup> 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 4<sup>th</sup> 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 JITS MBA Programme**

**The objectives of MBA 2015 syllabus are:**

- *To prepare graduates with the managerial skills necessary to enter careers in*
  1. *Marketing*
  2. *Finance*
  3. *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:**

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

### **JOURNALS**

**The colleges can procure any of the following journals to suit the minimum AICTE/JITSH 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](http://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 JITSH Academic Regulations.. Students are advised to integrate the practicals, seminars with the job they prefer after MBA.

## **PEDAGOGY FOR JITS 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.**



**(AJBM01) PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL 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, Valence 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 14<sup>th</sup> Edition, 2012
3. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publushings
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, 10<sup>th</sup> Edition, Cengage Publishing

(AJBM02) BUSINESS LAWS AND 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 disequilibrium 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.Aswathappa, 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*

(AJBM03) 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 and 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: 2** 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.

**(AJBM04) 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.

**(AJBM05) 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: Karle 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.



**(AJBM06) E – COMMERCE**  
**(OPEN ELECTIVE)**

**Objectives:**

Identify the major categories and trends of e-commerce applications. Identify the essential processes of an e-commerce system.

Identify several factors and web store requirements needed to succeed in e-commerce. Discuss the benefits and trade-offs of various e-commerce clicks and bricks alternatives.

Understand the main technologies behind e-commerce systems and how these technologies interact. Discuss the various marketing strategies for an online business.

Define various electronic payment types and associated security risks and the ways to protect against them.

**UNIT - I**

Electronic Commerce-Frame work, anatomy of E-Commerce applications, E-Commerce Consumer applications, E-Commerce organization applications. Consumer Oriented Electronic commerce - Mercantile Process models.

**UNIT - II**

Electronic payment systems - Digital Token-Based, Smart Cards, Credit Cards, Risks in Electronic Payment systems. Inter Organizational Commerce - EDI, EDI Implementation, Value added networks.

**UNIT - III**

Intra Organizational Commerce - work Flow, Automation Customization and internal Commerce, Supply chain Management. Corporate Digital Library - Document Library, digital Document types, corporate Data Warehouses.

**UNIT- IV**

Advertising and Marketing - Information based marketing, Advertising on Internet, on-line marketing process, market research. Consumer Search and Resource Discovery - Information search and Retrieval, Commerce Catalogues, Information Filtering.

**UNIT - V**

Multimedia - key multimedia concepts, Digital Video and electronic Commerce, Desktop video processing, Desktop video conferencing.

**REFERENCES:**

1. Frontiers of electronic commerce – Kalakata, Whinston, Pearson.
2. E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, John Wiley.
3. E-Commerce, S.Jaiswal – Galgotia.
4. E-Commerce, Efrain Turbon, Jae Lee, David King, H.Michael Chang.
5. Electronic Commerce – Gary P.Schneider – Thomson.

(AJBM52) LABORATORY  
STATISTICAL DATA ANALYSIS -PRACTICAL (MS-EXCEL LAB)

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

**Learning Outcome:**

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

- Analyze the data to draw inference for decision making.
- Understand application of statistical measures of central tendency.
- Analyze 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.

(AJBM53) SEMINAR  
BUSINESS COMMUNICATIONS

**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.

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**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) 2<sup>nd</sup> edition, Cengage, 2012.

**(AJBM07) HUMAN RESOURCE MANAGEMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

**Learning Outcome:** Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

**Unit-I:**

**Introduction of HRM:** Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work– Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System’s – Labor Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRLS India.

**Case:** Social Surveyors in Flood-hit Areas (Gary Dessler page no 160)

**Case:** Finding people who are passionate about what they do (Gary Dessler page no 195)

**Case:** HR, CULTURE and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35)

**Case:** Religious Accommodation (Robert L Mathis P. No. 118)

**Case:** Mitsubishi Believes in EEO- Now (Robert L Mathis P. No.119)

**Unit-II:**

**Recruitment and Placement:** Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

**Case:** Reinventing the wheel at apex door Company (Gary Dessler page no 309)

**Case:** Xerox Focuses on HR (Robert L Mathis P. No. 79)

**Case:** where do you find the Bodies? (Robert L Mathis P. No. 79)

**Case:** The Reluctant Receptionist (Robert L Mathis P. No. 159)

**Case:** Accenture – Retaining for Itself (Robert L Mathis P. No. 193)

**Case:** Recruiting at Kia (Robert L Mathis P. No. 231)

**Case:** Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267)

### **Unit-III:**

**Performance Appraisal and Training & Development of Employees** – Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program– Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs .

Case: Training Crucial for Hotels (Robert L Mathis P. No. 307)

Case: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393)

Case: Just Another Job (Robert L Mathis P. No. 647)

Case: The Dilemma Within (Robert L Mathis P. No. 667)

Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671)

Case: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

### **Unit-IV:**

**Compensation** – Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

Case: Salary inequities at ACME Manufacturing (Gary Dessler page no 429)

Case: HR Contributes at CSSCO (Robert L Mathis P. No. 36)

Case: Compensation changes at JC Penny (Robert L Mathis P. No. 435)

Case: Benefiting Connie (Robert L Mathis P. No. 507)

### **Unit-V:**

**Employee Relation** – Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

Case : The New Safety and Health Program (Gary Dessler page no 623)

Case : Full Disclosure on Sex Offenders? (Robert L Mathis P. No. 231)

Case : Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

### **TEXT BOOKS:**

**Gary Dessler, “Human Resource Management”, 12<sup>th</sup> Edition, Pearson- 2012.**

**Journals :** Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

### **REFERENCES FOR CASES:**

Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective ”, Cengage Learning 2012.

Shyamkant Gokhale “Personal Management”, Everest, 2012.

Dr.M.A.Kahok, Illustrated Case Studies in Indian Management , Everest Publishing House, 2012. Ravi Dharma Rao, HRM Case Studies, Excel, 2013.  
Saiyadain. Mirza, Cases in OB & HRM, TMH, 2011.

**REFERENCES:**

C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.  
K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.  
Dennis R. Briscoe et al, International HRM, Routledge, 2013.  
Dr. Anjali Ghanekar, “Essentials of Human Resource Management”, Everest, 2010.  
Indranil Mutsuddi, “Essentials of Human Resource Management”, Newage, 2011.  
Wayne.F.Cascio, Ranjeet Nambudiri, “Managing Human Resource Management”, 8<sup>th</sup> Edition, TMH,2010.  
Seema Sanghi, “ Human Resource Management” Macmillan, 2012  
Narendar Singh, “Human Resource Management”, Colonel (Dr.) Laxmi Publication, 2011.  
Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.  
Uday Kumar Halder, Juthika Sarkar, “ Human Resource Management”, Oxford, 2012  
Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.  
V S P Rao, “ Human resource Management Text and Cases”, Excel Books,2011  
R.Wayne Mondy, “Human Resource Management” Pearson, 2009.  
Chris Rowley and Keith Jackson, Human Resource Management, Routledge,2011



**(AJBM08) MARKETING MANAGEMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** Aim is to understand the basic marketing concepts through case studies.

**Learning outcome:**

- a) By reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management.
- b) They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

**Unit-I:**

**Introduction to World of Marketing:** Importance, scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

Case : Bata (Rajendra.P Maheshwari page no: 03)

Case : Mahindra Scooters (Arun Kumar page no: 89).

Case : Ready Meal Manufactures (Adrian palmer, page no: 70).

Case : Santoor –(lamb Hair– page no : 238).

Case : Drawing on data, searching for insight (Adrian palmer – Page no: 175).

**Unit-II:**

**Analyzing Marketing Opportunities, Customer Value and Marketing Mix :** Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behavior – cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

Case : Small New Phones (Adrian palmer- page no: 296).

**Unit-III:**

**Designing a Customer Driven Strategy:** Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy.

Case : (Segmentation) Zee TV (lamb, Hair page no 212).

Case : (Targeting) Kellogg's (lamb, Hair page no 300 )

Case : (Positioning) Nimbooz (S. Neelamegham page no 225).

Case :( Positioning) Dalda (Arun Kumar page no:195).

#### **Unit-IV:**

**Distribution Decisions, Promotion & Communication Strategies :** Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication-communication process, communication promotion mix, factors effecting the promotion mix

**Case :** Barista (Arun Kumar – page no:33).

**Case :** Nano Car (lamb, Hair – page no:52)

**Case :** Indigo (lamb, Hair – page no:356).

**Case :** TESCO (Adrian palmer page no : 388 )

**Case :** Hero Motor Corp (lamb, Hair Page no:446)

**Case :** Avon Cosmetics (lamb, Hair Page no:497).

**Case :** Eureka (Arun – Page no: 711).

**Case :** Home Shop (Arun – page no: 639).

#### **Unit-V:**

Pricing Decisions & Personal Communication - Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing.

**Case:** Coca Cola(lamb, Hair – page no: 112).

**Case:** I phone ( lamb, Hair – page no: 534).

**Case:** Akash Tablet (lamb, Hair – page no: 557).

**Case:** Compact car (Arun Kumar page no :369)

**Case:** Chick (lamb,Hair Page no:650)

**Case:** Nokia (Neelamegham page no– 645).

**Case:** Shakti (Rajendra .P Maheswari – Page no:408).

**Case:** Airtel (Arun – page no: 901)

**Case:** Beer Marketing (Adrian palmer page no:529)

#### **TEXT BOOKS:**

**Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, 2012. (For PPT, Case Solutions, video cases, Faculty may visit : [login.cengage.com](http://login.cengage.com) )**

**Journals :** Indian Journal of Marketing, MICA Communications Review.

**Business Game: Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.150/- per year).**

Music2Go is a **Principles of Marketing/Marketing Management** simulation game, where the students are required to formulate and implement their own Sales and Marketing Campaign. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

**REFERENCES FOR CASES:**

- Arun kumar & N. Meenakshi: Marketing Management, Vikas, 2012.
- Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.
- Prof. M.V. Kulkarni, practical solutions to cases in marketing management, 19<sup>th</sup> Everest Publishing House, 2012.
- Adrian Palmer: Introduction to Marketing, Theory and Practice, 2<sup>nd</sup> Edition, Oxford, 2011.
- Dilip M. Sarwate, Indian cases in Marketing Management, Everest publishing house, 2012.
- S. Neelamegham, Marketing in India text & cases 4<sup>th</sup> edition, Vikas, 2013.

**REFERENCES:**

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
- Ramaswamy Namakumari, "Marketing Management", TMH 5<sup>th</sup> Edition 2013.
- Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2013.
- Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, principles of marketing, south Asian perspective, 13/e, Pearson Education, 2012.
- K.Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya Publishing House, 2012.
- Rajan Saxena: Marketing Management, 4/e, TMH, 2013
- Sidharth Balakrishna, Case studies in Marketing, Pearson, 2011.
- Czinkota Kotable "Marketing Management" Indian Edition, Cengage learning, 2012.
- S.A.Sherlekar, R.Krishnamoorthy, Marketing Management concept and cases, HPH, 2012.
- Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.
- Maheswari, Principles of Marketing, IBH, 2012.
- Rajendra P.Maheswari, Marketing Management (Text & Cases) an Indian Perspective, IBH, 2013.
- R. Srinivasan, case studies in Marketing the Indian context, 5<sup>th</sup> edition PHI, 2012.
- M. Govindarajan, Marketing Management, concept, cases, challenges and trends, 2<sup>nd</sup> edition PHI, 2012.
- Debases Pradhan, marketing management, a case book, Cengage Learning, 2012.
- Marilyn A Stone & John Desmond, Fundamentals of Marketing, Routledge, 2011

(AJBM09) FINANCIAL MANAGEMENT

**(Students must read text book. Faculty are free to choose any other cases)**  
**The students need Discounting Table and Annuity tables for the examination**

**Course Aim:** To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

**Learning Outcome:** Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

**Unit-I:**

**The Finance Function:** Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

**Unit-II:**

**The Investment Decision:** Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost of capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**Unit-III:**

**Capital Structure Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

**Unit-IV:**

**Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies. Working Capital Management:

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

**Unit-V:**

**Management of Current Assets:** Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives; Management of receivables and Management of inventory-The importance of current assets management in working capital planning. Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers; Financial evaluation of Mergers.

**TEXT BOOKS**

**IM Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas , 2013.**

**Journals :** Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**REFERENCES:**

M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6<sup>th</sup> Edition, TMH, 2012. P.C.Tulsian,C.A. Bharat Tulsian , “Financial Management” S.Chand Publications,2012

Prasanna Chandra, “Financial Management Theory and Practice”, 8<sup>th</sup> Edition. TMH ,2012

Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers ,2012

Rajiv Srivastava, Anil Mishra , Financial Management” Oxford University Press, New Delhi, 2012 James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012 .

IM Pandey, Cases in Financial Management, TMH 2/e 2012. Chandra & Iyer, Financial Management, IBH, 2012.

**(AJBM10) QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Learning Outcome:** The Course covers origin and application of OR, Linear Programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

**Unit-I:**

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

**Unit-II:**

Linear Programming Method: Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method, simplex method, two phase method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP. Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution : Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by Modi Method, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

**Unit-III:**

Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

**Unit-IV:**

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

**Unit-V:**

Queuing Theory: Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

**TEXT BOOKS:**

**J.K. Sharma, “Operations Research: Theory and applications, 5<sup>th</sup> edition, Macmillian, 2013.**

**Journal : Udyog Pragati : The Journal for Practising Managers, NITIE, Mumbai.**

**REFERENCES:**

Anand Sharma, “ Quantitative Techniques for Decision Making”, HPH, 2010

R. Pannerselvam : Operations Research, PHI, 3<sup>rd</sup> revised edition,2012

Prem Kumar Gupta “Introduction to Operations Research” S.Chand, 2012.

K.L Schgel “Quantitative Techniques and Statistics”, 2012.

Hillier / Lieberman: Introduction to operations research, 9th edition, TMH, 2012.

Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2013.

Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.

C.R. Kothari, Quantitative Techniques, 3<sup>rd</sup> revised edition, Vikas, 2012.

A M Natarajan, P Balasubramani, A Tamilarasi, “Operations Research” Pearson, 2012.

M P Gupta, R B Khanna, “ Quantitative Techniques for Decision Making” PHI, 2011.

Anitha H S : Operations Research, Excel, 2013.

N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.

Anderson, Sweeney, Williams, Camm & Martin, Quantitative Methods for Business, 2013

Mik Wisniewski, Quantitative Methods, Pearson, 2013

L C Jhamb, Quantitative Techniques, Everest, 2012.

**(AJBM11) ENTERPRISE RESOURCE PLANNING**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** The Aim Of This Course Is To Enable Students To Understand The Importance Of Information Systems In The Decision Making And Management Of Organizations.

**Learning outcome:** After Going Through the cases in the Text and other References, by The End Of This Course The Students Will Understand The MIS Concepts Its Applications,

**Unit-I- Introduction to ERP**

Overview Of ERP, MRP, MRPII And Evolution Of ERP, Integrated Management Systems, Reasons For The Growth Of ERP, Business, Modeling, Integrated Data Model, Foundations Of IS In Business Obstacles Of Applying IT, ERP Market.

**Unit-II: IS Models:**

Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl’s Multiple Methodology, Critical Success Factors, Soft Systems Methodology, Socio –Technical Systems Approach (Mumford), System Develop Life Cycle Prototype and End User Computing, Application Packages out sourcing Deciding Combination of methods

**Unit: III – ERP Modules:**

Finance, accounting system – Manufacturing and production system- sales and distribution systems-Human resource system –plant maintenance system-Materials management system- Quality management system-ERP system options and selection- ERP Proposal evaluation

**Unit: IV: Benefits of ERP:**

Reduction of lead time-on time shipment- Reduction in cycle time – improved resource utilization- Better customer satisfaction- improved supplier performance-increased flexibility-reduced quality costs-improve information accuracy and design making.

**Unit: V: ERP Implementation and Maintenance:**

Implementation strategy options- features of successful ERP implementation-strategies to attain success- User training- Maintaining **ERP&IS**



**TEXT BOOKS:**

- D P Goyal, Management Information Systems–Managerial Perspective, Macmillan, 3rd Edition, 2010.
- 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.
- A K Gupta, Sharma “Management Of Systems” Macmillan, 2012.
- Sandra Senf “Information Technology Control And Audit” 3e, Crc Press, 2012.
- Arpita Gopal, Mis For Strategic Business Processes, Excel, 2009.
- Joseph P T, E-Commerce, An Indian Perspective, Phi, 2012
- Laudon & Laudon, Management Information Systems, Pearson, 2013
- Sanjay Mohapatra, Cases In Management Information Systems, Phi, 2011
- Nirmala Bagchi, Management Information Systems, Vikas,2012
- Aman Jindal, Management Information System, Kalyani, 2010 Murthy, Management Information System, Himalaya, 2013
- Effy Oz, Management Information Systems, Cengage, 2010
- Brien, Marakas, Behl, Management Information Systems, TMH 2010
- Kelkar, Management Information Systems, Phi, 2012
- Rajaraman, Information Technology, Phi, 2013

**(AJBM12) LOGISTICS AND SUPPLY CHAIN MANAGEMENT  
(OPEN ELECTIVE)**

The objective of the course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chain and also the ability to apply them in the enterprise reality. The course will also strengthen the holistic view on supply chain operations. Management and strategy and some current research area in supply chain management consequently the course provides advanced knowledge about logistics and their supporting systems from a supply chain perspective

**Unit-I Understanding The Supply Chain :** Objective And Importance Of Supply Chain Process View Of Supply Chain. Competitive and Supply Strategies, Achieving Strategic Fit. Expanding Strategic Scope. Logistics The Logistical Value Proposition, The Work Of Logistics, Logistical Operations, Logistical Operating Arrangements, Supply Chain Synchronization. Supply Chain Drivers and Metrics: Drivers For Supply Chain Performance, Framework For Structuring Drivers. Facilities. Inventory , Transportation, Information, Sourcing And Pricing , Obstacles To Achieving Fit, Supply Chain Performance In India Case Studies

**Unit –II Designing The Supply Chain Net Work:** Role Of Distribution In The Supply Chain. Factors Influencing Distribution Network Design, Design Options. For Distribution Network. The Role Of Network Designs In The Supply Chain, Frame Work For Network Design Decisions. Models For Facility Location And Capacity Allocation. Planning Demand and Supply In A Supply Chain: Demand Forecasting In Supply Chain: Components Of Forecast And Forecasting Methods, Aggregate Planning In Supply Chain: Role Of Aggregate Planning, Aggregate Planning Strategies, Inventory Planning And Economics And Economic Theory Aberrations, Case Studies

**Units-III: Planning And Managing Inventories In Supply Chain**

Managing Economies Of Scale In Supply Chain, Managing Uncertainty In A Supply Chain, Determining Optimal Level Of Product Inventory. Designing and Planning Transportation Network: Transportation In A Supply Chain Case Studies

**Unit-IV:** Managing Cross Functional Drivers In A Supply Chain: Sourcing, Decisions In A Supply Chain And Procurement Strategies, Pricing And Revenue Management In A Supply Chain Information Technology And Coordination In A Supply Chain Case Study

**Unit-V: Logistics And Supply Chain Relationships:** Identifying Logistics Performance Indicators – Channel Structure –Economics of Distribution- Channel Relationships –Logistics Service Alliances. Managing Global Logistics And Interlinked Global Economy – Views Of Global Logistics- Global Operating Levels Interlinked Global Economy- The Global Supply Chain, Supply Chain Management In Global Environment Global Strategy- Global Purchasing – Global Logistics- Global Alliances- Issues And Challenges In Global Supply Chain Management – Case Studies.

## **REFERENCES**

- Sunil Chopra And Peter Meindl: Supply Chain Management Strategy, Planning And Operation, Thire Edition, Pearson,2009
- Donald J. Bowersox And David J. Closs: Logistical Management The Integrated Supply Chain Process TMH2006
- Rajasekhar& Achayulu : Logistics And Supply Chain Management, Excel 2009.
- Sridhara Bat : Logistics And Supply Chain Management, Himalaya 2009

**(AJBM12) BANKING, INSURANCE AND RISK MANAGEMENT  
(OPEN ELECTIVE)**

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

**UNIT-I: meaning and concept of banking**

Meaning and Definition of Banking – Significance of Banking in developing economies – functions of Banks – Difference between commercial banking and development banking – Types of Banks – Mixed Banking

**UNIT-II: types of banks**

Central Banks – Functions of central banks – Regulatory functions of central banks – Indian Banking Regulation Act – Functions of NABARD – Role of NABARD in agricultural development

**UNIT-III: Introduction to Risk**

Types of risk facing Business and Individuals, Risk Management process, Risk Management Methods, Risk identification and Measurement, Risk Management Techniques: Non Insurance Methods

**UNIT-IV: Insurance as a Risk Management**

Techniques principles: Principle of Indemnity, Principle of Insurable Interest, Principle of subrogation, principles of utmost good Faith, Requisites of insurable Risks, Requirements of an Insurance Contract, Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers.

**UNIT V: Risk Aversion and Risk Management**

By individuals and Corporations, Loss Control, Types of Loss Control, Optional Loss Control when Costs and Benefits are known.

**Text Books:**

1. Shekar K.C. / Shekar Laxmi, Banking theory and practice, Vikas 2010
2. Phi Learning; Gomez, Banking and Finance – Theory, Law and Practice, 204
3. Gulati, Principles of Insurance Management, Excel 2009
4. PK Gupta, Insurance and Risk MANAGEMENT, Himalaya, 2009

**(AJBM12) FOREIGN TRADE)**  
**(OPEN ELECTIVE)**

**Unit – I.** International Trade – Need and importance of international trade – Recent trends in world trade – leading players in the world – Major items traded. ; Drivers of International Business; International Business and Domestic Business compared; Routes of Globalization; .

**Unit –II.** Introduction to Legal Environment – National and International law – Legal frame work for foreign trade in India -Code and common laws and their implications to business. Regulatory Frame work of WTO: Principles of WTO – Functions of WTO – Dispute settlement mechanism – GATS – TRIPS – TRIMS. U

**Unit- III.** International Strategic Alliances; Nature and Scope of Strategic Alliances; Alliance Development process, making Alliance work, Economic consideration for Strategic Alliances.

**Unit-IV.** Integration between countries, Levels of Integration, Impact of Integration, Major Regional Trading Groups, European Union, European free trade association, North American Free Trade Agreement (NAFTA), Association of South East Asian Nations(ASEAN), Asia-Pacific Economic cooperation (APEC), SAARC, SAPTA, SAFTA, Middle East and African Initiatives.

**Unit-V** Institutional support to International Business, United Nations (UN) World Bank, International monetary Fund, UNCTAD, Asian Development Bank, WTO. Text Books 1. International Business - Charles W L Hill, Tata McGraw

**Text Books**

1. International Business - Charles W L Hill, Tata McGraw Hill, 2010
2. Trends in International Business - Michael R Czinkota and Masaaki Kotabe, Block well Publisher, 2008

**Reference books**

1. International Business- K. Aswathappa, McGraw Hill, 2010.
2. International Business- P. Subba Rao, Himalaya Publications, 2010

**JAYAMUKHI INSTITUTE OF TECHNOLOGICAL SCIENCES**  
**MBA II-Sem** **AUTONOMOUS** **L P C**  
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**(AJBM54) ANNUAL REPORT ANALYSIS**  
**(Seminar Presentation-50 Marks) Approach: CMIE Prowess**  
**Database/ANNUAL REPORT OF COMPANIES & MS-Excel.**

**Course aim:** Aim is to show annual reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

**Learning Outcome:**

By the end of this mini project, students will be able to:

- Analyse balance sheet of an organization.
- Analyse profit and loss of an organization.
- Analyse investment portfolio of the organization.
- Analyse profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

**EXCERCISES**

1. Analysis of profitability ratios.
2. Analysis of structural ratios.
3. Analysis of asset turnover ratios.
4. Analysis of liquidity ratios.
5. Analyse Growth, Stability and Stock Performance.

**REFERENCE:**

**John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.**  
**Refer Books Under 13MBA03 - Financial Accounting and Analysis, 13MBA11-Financial Management.**

