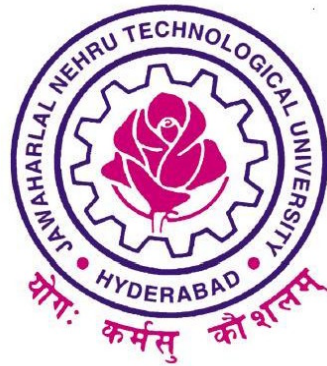


School of Management Studies

Jawaharlal Nehru Technological University Hyderabad



**Semester wise Course Structure and Syllabus for
JNTUH-CMU Collaboration MBA Programme 2010-11**

Course Structure for JNTUH-CMU MBA Programme 2009-10

Semester I

09MB01 Management and Organizational Behaviour	100
09MB02 Managerial Economics	100
09MB03 Research and Communication Methodology	100
09MB04 ERP & MIS	100
09MB05 Financial Accounting and Analysis	100
09MB06 Quantitative Analysis for Business Decision	100

Semester II

09MB07 Financial Management	100
09MB08 Global Business Environment	100
09MB09 Production and Operations Management	100
09MB10 Marketing Management	100
09MB11 International Human Resource Management	100
09MB12 Security Analysis and Portfolio Management	100

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09MB01 MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

The Objective of the course is to give a basic perspective of Management theories and practices. This will form foundation to study other functional areas of management. Also this course provides insight into behavioral issues.

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

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

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

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

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

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- Prem Vrat, K K Ahuja, P K Jain: Case Studies in Management, Vikas, 2006.

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09MB02 MANAGERIAL ECONOMICS

The Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing, Production and Finance from a broader perspective.

Unit – 1: Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.

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

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

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

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

References

- Geetika & Piyali ghosh: Managerial Economics, TMH, 2009
- Edwin Mansfield: Study Guide and Cases for Managerial Economics, Viva-wwn, 2009
- Hirschey: Economics for Managers, Cengage, 2009.
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- Mithani: Managerial Economics, HPH, 2009
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09MB03 RESEARCH AND COMMUNICATION METHODOLOGY

The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating research objectives and hypotheses and sample framework for undertaking research studies through well designed and structured questionnaires.

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

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

Unit – 2: Written communication - differences between spoken and written communication - features of effective writing such "as clarity, brevity, appropriate tone clarity, balance etc.- GRE. TOEFL models -- Letter-writing - business letters – pro-forma culture - format - style – effectiveness, promptness - Analysis of sample letters collected from industry - email, fax.

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

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

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

References

- Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, 8/e, TMH, 2009.
- Narayana Reddy, Acharyulu: *Research Methodology and Statistical Tools*, Excel, 2009
- Bhandarkar & Wilkinson: *Methodology and Techniques of Social Research*, Himalaya, 2009
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- Lesikar: *Basic Business Communication*, TMH, 2009
- David Irwin: *Effective Business Communications*, Viva-Thorogood, 2009.
- Rajendra Pal, J S KorlahaHi: *Essentials of Business Communication*: Sultan Chand & Sons, New Delhi.
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09 MB 04 ERP & MIS

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

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

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

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

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

Unit-V: ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining

ERP & IS, IS Security, Control and Audit– System Vulnerability and Abuse, business value of security and control, Need for Security, Methods of minimizing risks IS Audit, ensuring system quality.

Case Studies.

References

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- Alexis Leon, ERP (Demystified), 5/E, Tata McGraw-Hill, 2006.
- David L Olson, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2006.
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09MB05 FINANCIAL ACCOUNTING AND ANALYSIS

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

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

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

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

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

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

References

- Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant: *Accounting –Text and Cases*, 12/e TMH, 2008.
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09MB06 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

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

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

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

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

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

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

References

- Hillier/Lieberman: *Introduction To Operations Research*; TMH, 2008.
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- J. K. Sharma: *Operations Research: Theory and Applications*, Macmillan, 2008.
- R. Panneerselvam: *Operations Research*, PHI, 2008.
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- Gupta and Khanna: *Quantitative Techniques for Decision Making*, PHI, 2009.
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