



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA

DUAL DEGREE MBA (PREVIOUSLY MAM)

VIII SEMESTER SYLLABUS

PROJECT MANAGEMENT

UNIT 1.

Project Identification and Formulation: Project characteristics, Taxonomy of projects, Project Identification, Preparation, and Screening of Project Ideas.

UNIT 2

Tax Incentives and Tax Planning: The Project Investment decisions - Zero based project formulation - UNIDO manuals - Detailed Feasibility Study Report

UNIT 3

Project Appraisal: Technical appraisal - Commercial appraisal - Economic appraisal - Financial Appraisal - Management appraisal - Govt. Projects and Social Projects, Social Cost Benefit analysis- Environmental Appraisal.

UNIT 4

Project Cost Estimate and Risk Analysis: Cost of project - Components of capital cost of a project - Project Risk Analysis - Techniques of Risk Analysis - Project Organization. Infrastructure projects - characteristics and issues related to infrastructure projects - State of Infrastructure in India - New Approaches for infrastructure - PPP mix of govt. - Support and Regulation.

UNIT 5

Project Evaluation and Audit: Sources of financing - Role of Financial Institutions in project financing - Covenants attached to lending - Data required for calculation of NPV, PI, IRR, BCR, and NBCR - Project cost over runs and cost control - Phases of post audit - Type of Post Audit - Project close out – and Termination.

References

1. B Patel, "Project Management", Vikas
2. N Singh, "Project Management and Control", HPH
3. P. Chandra, "Projects", TMH
4. Project Management – Managerial Approach, Jack R Meridith & Samuel J Mantel Jr Jhon wiky & Sons 2011.
5. Project Management – The Managerial Process: 6th Edition, Clifford F. Gray, Eric W. Larson, Gawtam V. Desai; McGraw Hill Education.

INTELLECTUAL PROPERTY RIGHTS AND PATENTS

UNIT 1:

Introduction to Intellectual Property Rights (IPR): Concept of Property - Introduction to IPR – International Instruments and IPR - WIPO - TRIPS – WTO -Laws Relating to IPR - IPR Tool Kit - Protection and Regulation - Copyrights and Neighboring Rights – Industrial Property – Patents - Agencies for IPR Registration – Emerging Areas of IPR - Use and Misuse of Intellectual Property Rights.

UNIT 2:

Copyrights and Neighboring Rights: Introduction to Copyrights – Principles of Copyright Protection – Law Relating to Copyrights - Subject Matters of Copyright – Copyright Ownership – Transfer and Duration – Right to Prepare Derivative Works –Rights of Distribution – Rights of Performers – Copyright Registration – Limitations.

UNIT 3:

Patents : Introduction to Patents - Laws Relating to Patents in India – Patent Requirements – Product Patent and Process Patent - Patent Search - Patent Registration and Granting of Patent - Exclusive Rights – Limitations - Ownership and Transfer — Revocation of Patent – Patent Appellate Board - Infringement of Patent – Compulsory Licensing — Patent Cooperation Treaty – New developments in Patents.

UNIT 4:

Trademarks : Introduction to Trademarks – Laws Relating to Trademarks – Functions of Trademark – Distinction between Trademark and Property Mark – Marks Covered under Trademark Law - Trade Mark Registration – Trade Mark Maintenance – Transfer of rights - Deceptive Similarities - Likelihood of Confusion - Dilution of Ownership – Trademarks Claims and Infringement – Remedies.

UNIT 5:

Cyber Law and Cyber Crime : Introduction to Cyber Law – Information Technology Act 2000 - Protection of Online and Computer Transactions - E-commerce - Data Security – Authentication and Confidentiality - Privacy - Digital Signatures – Certifying Authorities - Cyber Crimes - Prevention and Punishment – Liability of Network Providers.

References:

1. Intellectual Property Rights (Patents & Cyber Law), Dr. A. Srinivas. Oxford University Press, New Delhi.
2. Deborah E.Bouchoux: Intellectual Property, Cengage Learning, New Delhi.
3. PrabhuddhaGanguli: Intellectual Property Rights, Tata Mc-Graw –Hill, New Delhi
4. Richard Stim: Intellectual Property, Cengage Learning, New Delhi.
5. Kompal Bansal &Parishit Bansal Fundamentals of IPR for Engineers, B. S. Publications (Press).

DECISION SUPPORT SYSTEMS

UNIT 1:

M.I.S and Its Role in Organizations: Open-Systems and Closed Systems D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.

UNIT 2:

Deterministic Models: Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS

UNIT 3:

Application of DSS: Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc. - Non-Optimizing Models of DSS - Simulation Techniques and Monte - Carlo Methods.

UNIT 4:

Application of DSS: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices - Introduction to Artificial Intelligence - An Overview of Artificial Intelligence – Artificial Intelligence Technologies in Business - Domains in Artificial Intelligence - Neural networks.

Unit 5:

Fuzzy logic systems in Business: Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems.

References

1. V.S. Janaki Raman: Decision Support System, PHI Learning, New Delhi,2009
2. Mallah: Decision Support and Data Warehouse Systems, TMH New Delhi, 2002
3. Turbon: DSS and Intelligent Systems, Pearson Education, 2010.
4. George M..Marakas: “Decision Support Systems in the 21st Century”, 2/e, Pearson Education, New Delhi, 2008.

Elective – III

INTEGRATED MARKETING COMMUNICATIONS

(MARKETING)

UNIT -1:

Understanding Integrated Marketing Communication: Understanding Marketing Communication- Integrated Marketing Communication - Integrated Marketing Communication as an Integral part of Marketing- Understanding Consumer Behavior - Understanding the Communication process - Communication Mix.

UNIT -2:

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

UNIT -3:

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

Unit-4:

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

Unit-5:

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

References

1. Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.
2. Business Game : AdSim Advertising: (Advertising & Promotion Simulation Game), TMH, 2013.
3. Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
4. . S.A.Chunawalla, Advertising Sales and Promotion Management, 4th edition, HPH,2012
5. George E Belch, Michael A Belch , Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2013.
6. Ruche Gupta, Advertising Principles and Practice, 1st edition, S. Chand, 2012.
7. Dr. Niraj kumar, Integrated Marketing Communication, HPH, 2

FINANCIAL SYSTEMS AND SERVICES

(FINANCE)

UNIT 1:

The Basic Theoretical Framework: The financial system and its technology - The factors affecting the stability of the financial system - Development finance vs. universal banking - Financial intermediaries and Financial Innovation - RBI-Central Banking.

UNIT 2:

The Financial Institutions: A brief historical perspective - An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC & GIC. - Financial services - Asset/fund based Financial services – lease finance - consumer credit and hire purchase finance - factoring definition, functions - advantages, evaluation and forfeiting - bills discounting - housing finance - venture capital financing.

UNIT 3:

The banking Institutions: Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition - interest rates – spreads - NPAs. Bank capital – adequacy norms and capital market support - Advisory services - Stock broking, credit rating.

UNIT 4:

The Non-banking financial institutions: Evolution -Control by RBI and SEBI. - Unit Trust of India and Mutual Funds - Commercial Paper -Features and advantages, Framework of Indian CP Market - effective cost/interest yield.

UNIT 5:

Insurance: The Economics of Insurance; Life Insurance; Reinsurance; The Insurance Industry and its regulation. Efficiency and the Structure of the Insurance Industry; Pension funds; Pension plans today - Merchant Banking: Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. The regulatory framework

References

1. R.Shanmugham: Financial Services, Wiley India, New Delhi, 2010
2. M.Y.Khan , Financial Services, Tata McGraw-Hill, New Delhi, 2004.
3. Harsh V.Verma, Marketing of Services, Global Business Press, 2002
4. Bhole : Financial Institutions and Markets, TMH, New Delhi, 2009
5. Meir Kohn: Financial Institutions and Markets, Oxford University Press, New Delhi,2009

MANAGEMENT OF INDUSTRIAL RELATIONS (HRM)

UNIT 1

Industrial Relations Management: Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

UNIT 2

Trade Unions: Introduction - Definition and objectives-growth of Trade Unions in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction , Objective Membership, Financial Status.

UNIT 3

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace. Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits.

UNIT 4

Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to social security – Workers' education objectives -Rewarding.

UNIT 5

Employee Grievances: Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

References

1. C.S Venkataratnam: “**Industrial Relations**”, Oxford University Press, New Delhi, 2011
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013
3. Mamoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
4. Arun Monappa: “**Industrial Relations**”, TMH, New Delhi. 2012
5. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai

BUSINESS INTELLIGENCE

(SYSTEMS)

UNIT -1

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

UNIT -2

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

UNIT-3

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

UNIT -4

Business Rules: The Value Proposition of Business Rules - Business rules approach-Business rule system - Sources of business rules and management approach.

UNIT -5

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

References:

1. Amit Johri “Business Intelligence” Himalaya, 2012
2. Rajiv Sabherwal “Business Intelligence” Wiley Publications, 2012
3. Carlo Verzellis “Business Intelligence” Wiley Publications, 2012
4. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
5. Jawadekar, MIS Text and Cases, TMH, 2012
6. Efraim Turban et al. “Business Intelligence” 2e, Pearson Education, 2012

Elective IV

RETAIL MANAGEMENT (MARKETING)

UNIT 1

Basic concept of Retailing – Retail development – Types and functions of Retailers – Multi Channel Retailing – Organized Retailing in India – Special characteristics of retailing - Services Retailing- legislation for retailing in India.

UNIT 2

Retail strategy: Market strategy – Retail format and target market – Building sustainable competitive advantage – Growth strategies – Strategic retail planning process.

UNIT 3

Retail location – Types - location opportunities – Selection of location and Site analysis - Financial strategy – Strategic profit model – Setting and measuring performance objectives.

UNIT 4

Store layout and design: Store operations and Inventory Management- Merchandise Planning and control - buying merchandise – developing assortment plan.

UNIT 5

Retail pricing: Strategy, Category management - Customer services – Retail branding- International retailing -Promotional strategies– Advertising, sales promotion- Store Atmosphere.

References

1. Sheikh and Kaneez Fatima, “**Retail Management**”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:“**The Art of Retailing**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. Sivakumar, A, “**Retail Marketing**”, Excel Books, New Delhi, 2007
4. Swapna Pradhan, “**Retail management**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
5. Berman Barry, Joel R. Evans and Mini Mathur, “**Retail Management-A Strategic Approach**”, Pearson Education, New Delhi, 2011.

STRATEGIC FINANCIAL DECISIONS

(FINANCE)

UNIT 1:

Investment decisions: Project Investment Management vs. project management- Introduction to selection of profitable projects - Evaluation of investment opportunities - Basic issues - replacement decisions- Traditional methods of appraisal and discounted cash flow techniques - Equivalence of NPV and IRR - The case of intangible benefits and costs -- Profitability Index and Excess present value Index.

UNIT 2:

Investment decisions under conditions of uncertainty: Discussion on risk and uncertainty - Risk Analysis in Investment Decisions - Risk adjusted rate of return, Certainty equivalents, Probability distribution of cash flows - Decision Trees - Sensitivity analysis and Monte Carlo Approach to Simulation.

UNIT 3:

Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Techroin, Robichek and Mordalbasso (TRM) solution in dealing with pure, simple and mixed investments.

UNIT 4:

Critical analysis of appraisal techniques: Discounted pay back - post pay back - Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value - multi-period capital constraint and an unresolved problem - Investment Decisions under capital constraints - Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects. Strategic Analysis of selected investment decisions

UNIT 5:

Financing Decisions: International Capital Structure: Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs - Capital Structure Theory – The Signaling Model. Financial Distress - Consequences - Issues, bankruptcy, settlements, reorganization and Liquidation in Bankruptcy.

References

1. M.Ranganadham: Investment Analysis and Portfolio Management , Pearson Education, New Delhi, 2009
2. Preeti Singh: Investment Management, Himalaya Publishing House, New Delhi, 2009
3. Prasanna Chandra , Projects: Planning, Analysis, Financing Implementation and Review, 5/e TMH, New Delhi, 2003
4. V.K. Bhalla, Financial Management and policy., Anmol Publications Pvt. Ltd.,
5. I.M. Pandey, Financial Management, Vikas Publishing House,2003.

COMPENSATION MANAGEMENT

(HRM)

UNIT 1

Compensation: Concept and definition – objectives and dimensions of compensation program – factors influencing compensation – Aligning compensation strategy with business strategy – Concept of reward -Non-financial compensation system - Managing Compensation - Designing a compensation system – Internal and external equity– Pay determinants - Frame work of compensation policy - Influence of pay on employee attitude and behavior - New trends in compensation management.

UNIT 2

Wage concepts and theories: Minimum wages - fair wages - living wages – Money and real wages – wage theories – wage incentives - classification of incentives - wage incentives in India, Recommendations of the National Commission on Labor – fringe benefits - wage differentials – linking wage with productivity. Executive compensation – trends – welfare measures – statutory and non-statutory.

UNIT 3

Wage and Salary administration: Nature and importance – job analysis – methods - Job evaluation - wage determination process – wage structure - Multi-dimensional approach – Wage administration – Economic objectives of wage policy – legal frame work – The payment of Wages Act 1936- The Minimum Wages Act 1948 and other similar act and amendments.

UNIT 4

Performance Management: Importance - methods- process- Definition, concepts and scope – Goal Setting- Linkages to Strategic Planning- Competency mapping- Performance Management System: objectives – Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- Performance Management Tools: Types of Performance appraisal - Traditional and Modern Techniques.

UNIT 5

Appraising for Recognition & Reward: Purpose of Appraising – Methods of appraisal – appraisal system design – Implementing the appraisal system –Organizational effectiveness - Performance Monitoring and Counseling - Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- Role efficiency- Coaching- Counseling and Monitoring- Performance Audit.

References

1. T.V.Rao: “**Performance Management Appraisal Systems**”, Sage Publications, 2008
2. A.M.Sarma, N.Sambasiva Rao: “**Compensation and Performance management**”, Himalaya Publishing House, Mumbai
3. Dewakar Goel:“**Performance Appraisal and Compensation Management**”, PHI Learning, New Delhi, 2012
4. . B.D.Singh: “**Performance Management Systems**” Excel Books, New Delhi,2010
- 5 A.S. Kholi: “**Performance Management**”, Oxford University Press, New Delhi,2012
- 6 Prem Chadha: “**Performance Management**”, Macmillan India, New Delhi, 2008.

E-BUSINESS (SYSTEMS)

UNIT 1

Introduction to E-Business: Transitioning to the Web – E-Business and E-Commerce overview
History of Internet and World Wide Web – Web development Internet and World Wide Web
Resources. A Framework for understanding E-Business.

UNIT 2

E-Business Models: Storefront Models - Auction Model - Portal Model and Dynamic-Pricing
Models - B2B E-Commerce and EDI - Understanding Online Communication and Behavior.
Creating the Marketing Mix – Organizational and Managerial Issues - Implementation and
Control of the E-Business Plan.

UNIT 3

Building an E-Business: Design and Development and Management – E-Business Solutions -
Online Monetary Transactions - E-Wallets – Digital Currency and Alternate Consumer Payment
Options - Smart Cards - E-Billing developing payment standards.

UNIT 4

Internet Marketing: Branding – Promotions - E-Business Advertising – E-Customer
Relationship Management – Tracking and Analyzing data - Personalization – Contact Centers
Complete - E -CRM Solutions

UNIT 5

Legal and Ethical Issues: Privacy and confidentiality on the Internet - Other Legal areas like
Defamation - IPR and Patents, Trade mark - Unsolicited Commercial e-Mail (Spam) - Online
Contracts and User Agreements - Cyber Crime – Internet Taxation Issues

References

1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: e-Business and e-Commerce for Managers, Pearson Publication.
3. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: E-Commerce–Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
5. Kamallesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2002.