



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY KAKINADA**

# **INTEGRATED MBA**

**V SEMESTER SYLLABUS**

## **FINANCIAL MANAGEMENT**

### **UNIT-1**

**Financial Management:** Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

### **UNIT-II**

**Financing Decision:** Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

### **UNIT-III**

**Investment Decision:** Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Payback period, Accounting Rate of Return , Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

### **UNIT-IV**

**Dividend Decision:** Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

### **UNIT-5**

**Liquidity Decision:** Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **References:**

1. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao:“**Financial Management**”, Himalaya Publishing House, New Delhi,2013.

2. Rajiv Srivastava, Anil Misra: "**Financial Management**", Oxford University Press, New Delhi, 2012
3. Brigham, E.F: "**Financial Management Theory and Practice**", Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: "**Financial Management Theory and Practice**", Tata McGrawHill 2011.
5. I.M. Pandey: "**Financial Management**", Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4<sup>th</sup> edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,

# MARKETING MANAGEMENT

## UNIT-I

**Introduction to Marketing:** Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

## UNIT-II

**Market Segmentation and Targeting:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

## UNIT-III

**Pricing Strategy:** Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

## UNIT-IV

**Marketing Communication:** Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

## UNIT-V

**Marketing Organization and Control:** Evolution of Marketing Department - Organizing the Marketing Department - , Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## *References*

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.

# HUMAN RESOURCE MANAGEMENT

## UNIT-I

**HRM:** Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective-challenges – cross-cultural problems – emerging trends in HRM.

## UNIT-II

**Investment perspectives of HRM:** HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

## UNIT-III

**Performance Appraisal:** Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

## UNIT-IV

**Wage and Salary Administration:** Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms

## UNIT-V

**Managing Industrial Relations:** Trade Unions - Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## References

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “*Human Resource Management: A South-Asian Perspective*”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “*Human Resource Management*”, Excel Books, New Delhi, 2010

# PRODUCTION & OPERATIONS MANAGEMENT

## UNIT-I

**Introduction:** Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

## UNIT-II

**Production Planning and Control:** Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

## UNIT-III

**Managing of Work Environment:**– Automation --Technology Management -Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

## UNIT-IV

**Quality Improvement:** Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

## UNIT-V

**Stores Management:** Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## *References*

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012

5. AlanMuhlemann, JohnOakland,jasti Katyayani: **“Production and Operation Management”**, Pearson, New Delhi,2013

# RESEARCH METHODOLOGY

## UNIT-I

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

## UNIT-II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

## UNIT-III

Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

## UNIT-IV

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

## UNIT-V

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.

3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: “**Research Methodology**”, Everest Publishing House, New Delhi, 2010.



# INTEGRATED MBA

## VI SEMESTER SYLLABUS

### OPERATIONS RESEARCH

#### UNIT-I

**Overview of Operations Research:** OR models, OR techniques Linear Programming: introduction, graphical solution, graphical sensitivity analysis, standard form of linear programming problems, basic feasible solutions, unrestricted variables, simplex algorithms, artificial variables, big M and two phase method, degeneracy, alternative optima, unbounded solutions, infeasible solutions.

#### UNIT-II

**Dual problems:** Relation between primal and dual problems- dual simplex method- integer programming- branch and bound algorithms cutting plan algorithm

#### UNIT-III

**Transportation Model:** starting solutions- northwest corner rule- lowest cost method- Vogels approximation method- transportation algorithms- assignment problem- Hungarian method.

#### UNIT-IV

**Network Models, Project Scheduling:** - CPM and PERT – Rules of Network- Constructions of Network- Time Analysis- Critical Path Method- PERT Procedure- Cost Consideration in PERT/CPM.

#### UNIT-V

**Dynamic Programming:** Introduction- Decision Tree Bellman's Principle of Optimality- Game Theory- Introduction- Definition- Pay-off- Types of Games- Maximin- Minimax Principle.

#### References:

1. Operations Research, An Introduction: Hamdy A Taha, Maxwell Macmillan International Edition, New York, 1992.
2. 1) Introductions to operations Research by Hillier/Lieberman, Tata McGraw Hill
3. 2) Operations Research by R.Panneerselvan, prentice Hall of India

# INTERNATIONAL BUSINESS

## UNIT-I

**International Business:** Significance, Free Trade vs. Protection. Emerging Trends, Trade Barriers Trade Strategies.

## UNIT-II

**Balance of Payments:** Concept, Disequilibrium in BOP, Structural Cyclical and Monetary Disequilibrium, Methods of Correction; 1990 BOP Crisis.

## UNIT-III

**Foreign Exchange Markets:** Foreign Exchange Market Mechanism; Exchange Rate Determination, Convertibility of Rupee and its Implications.

## UNIT-IV

**Globalization:** Role of Multinational Corporations – Impact on India – Role of GDRs, FIIs – Export Promotion Zones – Special Economic Zones.

## UNIT-V

**International Liquidity:** Problems of Liquidity; Role of IMF and IBRD in Managing International Liquidity Problems.

## References

1. Crinkota, Ronkainen and Moffett, International Business, Cengage, New Delhi
2. Andrew Harrison – International Business, Oxford University Press.
3. E. Bhattacharya: International Business, Excel Publications.
4. Francis Cherunilam, International Business: Text and Cases, Prentice Hall of India.
5. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.

# STRATEGIC MANAGEMENT

## UNIT-I

**Introduction:** Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Crafting a strategy.

## UNIT-II

**Environmental Scanning:** Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model,

## UNIT-III

**Strategy Formulation :** Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies

## UNIT-IV

**Strategy Implementation :** Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy- Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

## UNIT-V

**Strategy Evaluation and control** – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

## References

1. Vijaya Kumar P., Hitt A: Strategic Management, Cengage learning, New Delhi, 2010
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009
5. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010

## DECISION SUPPORT SYSTEMS

### UNIT-I

**M.I.S and It's 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-II

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

### UNIT-III

**Application of DSS:** Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.

### UNIT-IV

**Non-Optimizing Models of DSS:** Simulation Techniques and Monte- Carlo Methods.

### UNIT-V

**Application of DSS:** Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.

### 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.