

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD  
MBA SEMESTER – III**

**17MBA15: PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Objective:** To understand the concepts of production and operations management in an organization and analytical methods.

**Course Outcome:** Students will be able to understand a) Concepts of Operations management, b) Product & process design, analysis, c) Plant location and layout, d) Scheduling and Material Management.

**UNIT - I: Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing.

**UNIT - II: Product Design and Analysis:** New product development -its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design - Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis/Value Engineering –Value Analysis application, Value Engineering Procedure, Advantages and Application Areas. Ergonomic considerations in Product Design. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization.

**UNIT- III: Plant Location & Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems – Model for Multi facility Location Problem, Model to Determine X- Coordinates of New Facilities, Model to Determine Y-Coordinate, **Plant Layout** - Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages, and limitations of Group Technology Layout, Layout Design Procedures.

**UNIT - IV: Scheduling:** Introduction, Johnson's Algorithm, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality control concepts

**UNIT - V: Materials Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model– Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

**Suggested Readings:**

- Panneerselvam, Production and Operations Management, PHI, 2012.
- K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012
- Jay Heizer, Barry Render, Operations Management, 11e, 2016.
- K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011
- Ajay K. Garg, Production and Operations Management, TMH, 2012
- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
- Danny Samson "Operations Management: Integrated Approach" Cambridge, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD  
MBA SEMESTER - III**

**17MBA16: MANAGEMENT INFORMATION SYSTEM**

**Course Objective:** To understand the importance of information systems in organization for decision making.

**Course Outcome:** Students will be able to understand

- a) Concepts & applications of Management Information Systems.
- b) Information Systems Planning & Implementations.
- c) Cyber crime and information security.

**UNIT - I:**

**Introduction :** MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

**UNIT - II:**

**Business Applications of Information Systems:** E-Commerce, ERP Systems, DSS, Business Intelligence, and Knowledge Management System.

**UNIT- III:**

**Management of IS:** Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

**UNIT - IV:**

**Building of Information Systems:** System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

**UNIT - V:**

**Introduction to Cyber Crime:** Cyber space; cyber law; e-business; e - consumers; spam; phishing. Cyber crime and information security, cyber criminals , Classification of cyber criminals - Indian Perspectives - Cyber crimes and Indian IT Act 2000, Global perspective on cybercrime - Cybercrime era.

**Suggested Readings:**

- Management Information Systems, Laudon & Laudon, Pearson, 2015.
- Management Information Systems–Managerial Perspective, D P Goyal, MacMillan, 3e Edition, 2010.
- Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.
- Management Information Systems, Kelkar, Prentice Hall India, 2012.
- Cyber Security, Nina Godbole & Sunit Belapure, Wiley India, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD  
MBA SEMESTER - III**

**17MBA17: DATA ANALYTICS**

**Learning Objective:** To understand the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.

**Learning Outcome:** Students will be able to understand a) Importance of Analytics b) Understanding the analytical tools c) Application of Analytical tools to solve business problems.

**UNIT - I:**

**Introduction to Data Analytics:** Introduction to Data- Importance of Analytics- Data for Business Analytics –Big Data - Business Analytics in Practice. Data Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, Exploring data using pivot tables.

**UNIT - II:**

**Descriptive Statistical Measures** – Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association. Probability distribution and Data Modeling – Discrete Probability distribution, Continuous Probability distribution, Random sampling from Probability Distribution, Data Modeling and Distribution fitting.

**UNIT - III:**

**Predictive Analytics:** Karl Pearson Correlation Techniques - Multiple Correlation-Spearman's Rank correlation-Simple and Multiple regression-Regression by the method of least squares – Building good regression models – Regression with categorical independent variables - - Linear Discriminant Analysis-One way and Two Way ANOVA

**UNIT - IV:**

**Data Mining** : Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning – cluster analysis, Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.

**UNIT - V:**

**Simulation:** Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

**Suggested Readings:**

- James Evans, Business Analytics, 2e, Pearson, 2017.
- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
- Thomas Eri, Wajid Khattack & Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
- Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
- Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**  
**MBA - III SEMESTER, ELECTIVE SUBJECTS FOR MARKETING**

**17MBA18M1: DIGITAL MARKETING**

**Course Objective:** The objective of this course is to understand the importance of digital marketing and its applications.

**Course Outcome:** Students will be understand a) the applications of digital marketing in the globalized market b) Channels of Digital Marketing c) digital marketing plan d) Search engine marketing e) Online Advertising

**UNIT - I: Understanding Digital Marketing:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

**UNIT - II: Channels of Digital Marketing:** Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

**UNIT - II: Marketing in the Digital Era:** Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

**UNIT - III: Digital Marketing Plan:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

**UNIT - IV: Search Engine Marketing and Online Advertising:** Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

**UNIT - V: Social Media Marketing:** Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention.  
Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

**Suggested Readings:**

- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
- Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
- Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**  
**MBA - III SEMESTER, ELECTIVE SUBJECTS FOR MARKETING**

**17MBA19M2: ADVERTISING AND SALES MANAGEMENT**

**Course Objective:** To understand Advertising, Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel Institutions.

**Course outcome:** Student will be able to understand the importance of Sales Management, Sales Planning and Budgeting and need for distribution channels and managing them.

**UNIT – I:**

**Advertising:** Concept, Evolution, Promotion Mix, Importance, and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, Elements of a layout.

**UNIT – II:**

**Advertising Media:** Types of Media – Print, Electronic, Other Media – Merits and Demerits of each media, Media Planning – frequency, reach and outcome, Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

**UNIT – III:**

**Sales Management:** Importance, types of Selling, difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management - Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation.

**UNIT – IV:**

**Sales Promotion:** Concepts, need, objectives, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies - Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising, Ethical and legal aspects of sales promotion.

**UNIT– V:**

**Sales Distribution:** Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channel for consumer products, business and industrial products, alternative channel, Channels for Rural Markets, channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers, Managing Conflict - reasons for Channel Conflicts, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

**Suggested Readings:**

- Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
- Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
- Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
- K.Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.
- S.A.Chunawalla, Sales and Distribution Management, 3e, HPH. 2012

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD  
MBA - III SEMESTER, ELECTIVE SUBJECTS FOR MARKETING**

**17MBA20M3: CONSUMER BEHAVIOR**

**Course Objective:** To understand marketing decisions keeping in mind the consumer behaviour.

**Course outcome:** Student should be able to a) understand consumer behaviour b) environmental influences on consumer behaviour, c) perception and attitude of consumers, d) consumer decision making e) marketing ethics towards consumers.

**UNIT - I:**

**Understanding Consumer Behaviour:** Defining consumer behaviour, need for Consumer Behaviour, Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**UNIT - II:**

**Environmental Influences on Consumer behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

**UNIT - III:**

**Consumer as an Individual:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

**UNIT - IV:**

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

**UNIT - V:**

**Consumerism and Ethics:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

**Suggested Readings:**

- David I. Loudon and Albert J. Della Bitta, 4e, TMH, 2011.
- Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
- Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
- S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 2013.
- Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 2015.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**  
**MBA - III SEMESTER, ELECTIVE SUBJECTS FOR FINANCE**

**17MBA18F1: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Course Objective:** To understand the investment process, investment alternatives, Valuation of debt and equity.

**Course Outcome:** Students will be able to understand a) Indian Investment Environment b) Portfolio Analysis c) Bond valuation and management d) Equity valuation of Cash market and derivatives e) Performance evaluation of Portfolios.

**UNIT - I:**

**Introduction to Investment** - Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment – Securities Market of India, – Securities Trading, and Settlement – Types of Orders - Margin Trading.

**UNIT - II:**

**Portfolio Analysis:** Risk and return Analysis - Markowitz Portfolio Theory, Mean- variance approach, portfolio selection - efficient portfolios, Single Index model - Capital Asset pricing model, Arbitrage Pricing Theory.

**UNIT - III:**

**Bond Valuation:** Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

**UNIT - IV:**

**Equity Valuation:** a) Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach.

b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

**UNIT - V:**

**a) Derivatives:** Overview of Indian derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future markets, Mechanics of Trading, Strategies.

**b) Performance Evaluation:** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

**Suggested Readings:**

- William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
- ZVI Bodie, Alex Kane, Alan J Marcus, Investments, TMH,
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson,
- Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
- Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
- Prasanna Chandra: Investment analysis and Portfolio Management" 4<sup>th</sup> Edition, TMH, 2013.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**  
**MBA - III SEMESTER, ELECTIVE SUBJECTS FOR FINANCE**

**17MBA19F2: FINANCIAL INSTITUTIONS, MARKETS, AND SERVICES**

**Course Objective:** To give an understanding about Indian Financial system with respect to Markets, Institutions, and Services.

**Learning Outcome:** Students will be able to understand a) Introduction to Indian Financial system b) Banking and Non Banking Institutions c) Financial and Securities markets d) Fund and Fee based services

**UNIT – I:**

**Introduction:** The structure of Indian financial system; Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development ; Financial Sector reforms after 1991 –Recent Developments of Indian Financial System.

**Regulatory and Promotional Institutions:** Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs .

**UNIT - II:**

**Banking and Non Banking Institutions:** Commercial banks – Growth and structure of commercial Banks- competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations- e-banking- Risk Management in Banking. Co-operative banks- Features, Structure and Growth, Government initiatives to strengthen the co-operative banks.

**Non-banking financial Institutions:** Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of Public and Private Sector insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector in India.

**UNIT - III:**

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets. Role and functions of Clearing Corporation of India Ltd.

**UNIT - IV:**

**Asset /Fund Based Financial Services** – Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit , Factoring and Forfeiting , Housing finance, Venture capital financing.

**UNIT - V:**

**Fee-based / Advisory services:** Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL



**Suggested Readings:**

- L. M. Bhole: Financial Institutions and Markets, TMH, 2012.
- M. Y. Khan: Financial Services, TMH, 2012.
- S. Gurusamy: Financial Services and System, Cengage, 2012
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
- Frank. J. Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**  
**MBA - III SEMESTER, ELECTIVE SUBJECTS FOR FINANCE**

**17MBA20F3: STRATEGIC MANAGEMENT ACCOUNTING**

**Course Objective:** To understand the components of product cost, their calculation methods, and their control.

**Course Outcome:** Students will be able to understand a) Fundamentals of Management accounting and Cost accounting b) Cost analysis c) Marginal costing d) Budget and Budgetary controls.

**UNIT - I**

**Introduction to Management Accounting, Cost analysis and Control:** Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs.

Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. Activity based costing.

**UNIT - II:**

**Costing for Specific Industries:** Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

**UNIT - III:**

**Marginal Costing I:** Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

**UNIT - IV:**

**Marginal Costing II:** Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

**UNIT - V:**

**Budgetary Control:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit.

Standard Costing: Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.

**Suggested Readings:**

- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012
- S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
- M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
- Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
- Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**  
**MBA - III SEMESTER, ELECTIVE SUBJECTS FOR HUMAN RESOURCES**

**17MBA18H1: PERFORMANCE MANAGEMENT SYSTEMS**

**Course Objective:** To understand about performance management and reward system and communicating to enhance employee performance.

**Course Outcome:** Students will be able to understand a) Significance of Performance Management b) Communication of Performance Management c) Performance Management and Development of Employees d) Reward System, e) other performance related concepts.

**UNIT - I:**

**Performance Management:** Scope and Significance - Advantages of Performance Management - Organizational Structure - Impact of Organizational structure and Operational Problems Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.

**UNIT - II:**

**Communication of Performance Expectations:** Job Description - Defining Performance and Choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators– managing Metrics- Ownership and Responsibility.

**UNIT - III:**

**Performance Management and Employee Development:** Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

**UNIT - IV:**

**Reward Systems and Legal Issues:** Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management.

**UNIT - V:**

**Relevant Performance related concepts:** Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis, High Performance Work Teams, Steps for Building High Performance Work Teams, Reward Practices in World- Class Organizations.

**Suggested Readings:**

- Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning 2013.
- Herman Aguinis, Performance management, 3e, Pearson, 2014.
- A S Kohli, T. Deb, Performance Management, Oxford Higher Education, 2012.
- Prem Chadha, Performance Management, Macmillan, 2012.
- Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2010.
- Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD  
MBA - III SEMESTER, ELECTIVE SUBJECTS FOR HUMAN RESOURCES**

**17MBA19H2: LEARNING AND DEVELOPMENT**

**Course Objective:** To understand the concept of Learning with emphasis on training and Development and its role in organizational Development.

**Course Outcome:** Students will be able to understand a) the importance of Learning performance b) Training and Development c) Training Need Analysis d) Training Methods

**UNIT - I:**

**Introduction to Learning:** Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

**UNIT – II:**

**Training Strategy and Designing Training:** The evolution of Training's Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.

**UNIT- III:**

**Training methods** - Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.

**UNIT – IV:**

**Development:** Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company's strategies for providing development, e-learning and employee development. Electronic MDPs.

**UNIT - V:**

**Contemporary issues in Training and Development:** Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

**Suggested Readings:**

- Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 2012.
- Rolf Lynton, Uday Pareek, Training for Development, Sage, 2012.
- P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
- Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley, 2014
- G. Pandu Naik, Training and Development, Excel Books, 2011.
- Steve W. J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD  
MBA - III SEMESTER, ELECTIVE SUBJECTS FOR HUMAN RESOURCES**

**17MBA20H3: MANAGEMENT OF INDUSTRIAL RELATIONS**

**Course objective:** To understand of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.

**Learning Outcomes:** Students will be able to understand a) importance of Industrial Relations b) Collective Bargaining Mechanism c) Parties and role in Industrial Relations d) Labour Legislation aspects.

**UNIT - I:**

**Industrial Relations :** Economy and the Labour Force in India – Approaches to Industrial Relations – Industrial Relations in Comparative Frame work- Management and Employer organizations – Introduction – origin and growth. Trade Unions- introduction-Definition and objectives-growth and structure of Trade Unions in India-Trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems- Non-Union firms –Management of Trade Unions in India.

**UNIT – II:**

**Collective Bargaining:** Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the Labour - management relations in the post-liberalised India- Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security – Negotiating techniques and skills –drafting of an agreement.

**UNIT - III:**

**Tripartism and Social Dialogue:** Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.

**UNIT - IV:**

**Labour Legislation-I** –Factories Act, 1948, Workmen's Compensation Act, 1923, ESI Act, 1948- The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.

**UNIT - V:**

**Labour Legislation II:** Industrial Disputes Act, 1948 - Grievance Handling 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- Employee Participation - Quality of Work Life- Managing good industrial relations.

**Suggested Readings:**

- C S Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.
- Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009
- Arun Monappa: Industrial Relations, TMH, 2009
- Tapamoy Deb: Managing Human Resources & Industrial Relations, Excel, 2009
- B D Singh: Industrial Relations & Labour Laws, Excel, 2009.
- Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.
- P.K.Padhi: Labour and Industrial Laws, PHI, 2009.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD  
MBA - III SEMESTER, ELECTIVE SUBJECTS FOR ENTREPRENEURSHIP**

**17MBA18E1: STARTUP MANAGEMENT**

**Course Objective:** To understand New venture creation opportunities, its resources, and requirements for Enterprise Startup.

**Course Outcomes:** Students will be able to understand a) Startup opportunities b) Legal and other requirements for new ventures c) Financial Issues of startups d) Sustainability and growth of startups e) Exit strategies

**UNIT - I:**

**Startup opportunities:** The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Startup Equation- The Entrepreneurial Ecosystem –Entrepreneurship in India. Government Initiatives.

**UNIT - II:**

**Startup Capital Requirements and Legal Environment:** Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

**UNIT - III:**

**Startup Financial Issues:** Feasibility Analysis - The cost and process of raising capital - Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

**UNIT - IV:**

**Startup Survival and Growth:** Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures - preparing for change - Leadership succession. Support for growth and sustainability of the venture.

**UNIT - V:**

**Planning for Harvest and Exit:** Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

**Suggested Readings:**

- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
- Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
- S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
- Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD  
MBA - III SEMESTER, ELECTIVE SUBJECTS FOR ENTREPRENEURSHIP**

**17MBA19E2: MSME MANAGEMENT**

**Course Objective:** To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

**Course Outcomes:** Students will be able to understand a) Issues and Challenges in MSMEs b) Setting up of MSMEs c) Management of MSMEs d) Institution and Government support.

**UNIT - I:**

**Introduction for Small and Medium Entrepreneurship (SME):** Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

**UNIT - II:**

**Setting of SMEs':** Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

**UNIT - III:**

**Institutions supporting MSMEs:** –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

**UNIT - IV:**

**Management of MSME:** Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance

**UNIT - V:**

**Role of Government in promoting Entrepreneurship:** MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

**Suggested Readings:**

- Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
- Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.
- Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
- Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
- Aneet Monika Agarwal, Small and medium enterprises in transitional economies", challenges and opportunities, DEEP and DEEP Publications.

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MBA - III SEMESTER, ELECTIVE SUBJECTS FOR ENTREPRENEURSHIP**

**17MBA20E3: FAMILY BUSINESS MANAGEMENT**

**Course Objective:** To understand the importance of family-owned businesses for achieving Competitive advantage in the market place.

**Course Outcomes:** Students will be able to understand a) Perspectives in Family Business b) Ownership Challenge and Family Governance c) Successor Development strategies d) Strategic Planning and Transgenerational Entrepreneurship e) New Leaders of the Evolution and Change.

**UNIT - I: Introduction to Family Business:** Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.

**UNIT - II: Ownership Challenges and Family Governance:** Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

**UNIT - III: Successor Development:** Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

**UNIT - IV: Strategic Planning and Transgenerational Entrepreneurship:** Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage - The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

**UNIT - V: The Future of Family Business:** New Leaders of the Evolution - Three states of evolution- Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

**Suggested Readings:**

- Ernesto J. Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
- Sudipt Dutta, Family Business in India, Sage Publications, 1997.
- Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
- John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.
- M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.