

J.B. INSTITUTE OF ENGINEERING & TECHNOLOGY

UGC AUTONOMOUS

(Permanently Affiliated to JNTUH, Approved by AICTE, New Delhi and Accredited by NBA, NAAC)

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ACADEMIC REGULATIONS (JBIET R-15), COURSE STRUCTURE AND SYLLABI FOR MBA



MBA Regular TWO Year Degree Programme (For the batches admitted from the Academic Year 2015 - 2016)

J.B.INSTITUTE OF ENGINEERING & TECHNOLOGY
(UGC Autonomous)

R 15 – ACADEMIC REGULATIONS FOR MBA (REGULAR) DEGREE PROGRAMME

Applicable for the students of Master of Business Administration (MBA) (Regular) programme

from the Academic Year **2015-16** and onwards

The MBA Degree of Jawaharlal Nehru Technological University Hyderabad shall be conferred on candidates who are admitted to the programme and who fulfill all the requirements for the award of the Degree.

1.1 ELIGIBILITY FOR ADMISSIONS

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

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

2 AWARD OF MBA DEGREE

2.1 A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study in not less than two and not more than four academic years. However, he is permitted to write the examinations for two more years after four academic years of course work, failing which he shall forfeit his seat in MBA programme.

2.2 The student shall register for all 88 credits and secure all the 88 credits.

2.3 The minimum instruction days in each semester are 90.

3 COURSE REGISTRATION

3.1 A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.

3.2 Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work through 'ON-LINE SUBMISSIONS', ensuring 'DATE and TIME Stamping'. The ON-LINE Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.

3.3 A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

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

4 ATTENDANCE:

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

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

5. EVALUATION

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

- 5.1 For the theory subjects 75 marks shall be awarded for the performance in the Semester End Examination and 25 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid Term-Examinations conducted, one in the middle of the Semester and the other, immediately after the completion of Semester instructions. Each mid-term examination shall be conducted for a total duration of 120 minutes with Part A as compulsory question (10 marks) consisting of 5 sub-questions carrying 2 marks each, and Part B with 3 questions to be answered out of 5 questions, each question carrying 5 marks. The details of the Question Paper pattern for End Examination (Theory) are given below:
- The Semester End Examination will be conducted for 75 marks. It consists of two parts. I).Part-A for 25 marks, II). Part-B for 50 marks.
 - Part-A is a compulsory question consisting of 5 questions, one from each unit and carries 5 marks each.
 - Part-B to be answered 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.
- 5.2 For practical subjects, 75 marks shall be awarded for performance in the Semester End Examinations and 25 marks shall be awarded for day-to-day performance as Internal Marks.
- 5.3 For conducting laboratory end examinations of MBA Programmes, one internal examiner and one external examiner are to be appointed by the Principal of the College and the same to be informed to the Director of Evaluation in two weeks before for commencement of the lab end examinations. The external examiner should be selected from outside the College concerned but within the cluster. No external examiner should be appointed from any other College in the same cluster/any other cluster which is run by the same Management.
- 5.4 There shall be five seminar presentations during MBA program. For seminar, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, Supervisor and two other senior faculty members of the department. For each Seminar there will be only internal evaluation of 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.
- 5.4 There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Director of Evaluation. For this, the Principal of the College shall submit a panel of 3 examiners. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.

- 5.5 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Continuous Internal Evaluation taken together.
- 5.6 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 5.5) he has to reappear for the Semester End Examination in that subject.
- 5.7 A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within four weeks of commencement of the class work. In such a case, the candidate must re-register for the subjects and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the Semester End Examination in those subjects. In the event of the student taking another chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stands cancelled.
- 5.8 In case the candidate secures less than the required attendance in any subject, he shall not be permitted to write the Semester End Examination in that subject. He shall re-register for the subject when next offered.

6 Examinations and Assessment - The Grading System

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

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

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

- 6.4 A student not appeared for examination then 'Ab' Grade will be allocated in any Subject shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered.
- 6.5 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.
- 6.6 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of 'Grade Improvement' or 'SGPA/ CGPA Improvement'.
- 6.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

Credit Points (CP) = Grade Point (GP) x Credits For a Course

- 6.8 The Student passes the Subject/ Course only when he **gets GP ≥ 6(B Grade or above)**.
- 6.9 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ($\sum CP$) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

$$SGPA = \frac{\sum_{i=1}^N C_i G_i}{\sum_{i=1}^N C_i} \dots \text{for each semester}$$

Where 'i' is the Subject indicator index (takes into account all Subjects in a Semester), 'N' is the no. of Subjects 'REGISTERED' for the Semester (as specifically required and listed under the Course Structure of the parent Department), C is the no. of Credits allotted to the ith Subject, and G represents the Grade Points (GP) corresponding to the Letter Grade awarded for that ith Subject.

- 6.10 The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over all Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered Courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is rounded off to TWO Decimal Places. CGPA is thus computed from the I Year Second Semester onwards, at the end of each Semester, as per the formula

$$CGPA = \frac{\sum_{j=1}^M C_j G_j}{\sum_{j=1}^M C_j} \dots \text{for all S semesters registered}$$

(i.e., Upto and inclusive of S Semesters, $S \geq 2$),

Where 'M' is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has 'REGISTERED' from the 1st Semester onwards upto and inclusive of the Semester S (obviously $M > N$), 'j' is the Subject indicator index (takes into account all Subjects from 1 to S Semesters), C is the No. of Credits allotted to the jth Subject, and G represents the Grade Points (GP) Corresponding to the Letter Grade awarded for that jth Subject. After registration and Completion of I Year I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

- 6.11 For Calculations listed in Item 7.6 – 7.10, performance in failed Subjects/ Courses (securing F Grade) will also be taken into account, and the Credits of such Subjects/ Courses will also be included in the multiplications and summations.

7. EVALUATION OF PROJECT/DISSERTATION WORK

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

- 7.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 7.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical.
- 7.3 After satisfying 7.2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 7.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 7.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- 7.6 The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project dissertation only after successful completion of all theory and practical courses with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC.
- 7.7 After approval from the PRC, the soft copy of the dissertation should be submitted to the University for ANTI-PLAGIARISM for the quality check and the plagiarism report should be included in the final dissertation. If the copied information is less than 24%, then only dissertation will be accepted for submission.
- 7.8 Three copies of the dissertation certified by the supervisor shall be submitted to the College/School/Institute.
- 7.9 For Project Evaluation (Viva Voce) there is an internal marks of 25, the evaluation should be done by the PRC for 15 marks and Supervisor will evaluate for 10 marks. The Supervisor and PRC will examine the Problem Definition, Objectives, Scope of Work, Literature Survey in the same domain.
- 7.10 For Project Evaluation (Viva Voce) there is an external marks of 75 and the same evaluated by the External examiner appointed by the University. The candidate has to secure minimum of 50 marks out of 100 marks in the Project Evaluation (Viva-Voce)

examination.

If he fails to fulfill as specified in 7.10, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfill, he will not be eligible for the award of the degree.

The dissertation shall be adjudicated by one examiner selected by the University. For this, the Principal of the College shall submit a panel of 3 examiners, eminent in that field, with the help of the guide concerned and Head of the Department.

If the report of the examiner is not favourable, the candidate shall revise and resubmit the Dissertation. If the report of the examiner is unfavourable again, the dissertation shall be summarily rejected.

If the report of the examiner is favourable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the dissertation.

The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

8. AWARD OF DEGREE AND CLASS

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

8.2 Award of Class

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

Class Awarded	CGPA
First Class with Distinction	≥ 7.75
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

8.3 A student with final CGPA (at the end of the PGP) < 6.00 will not be eligible for the Award of Degree.

9. WITHHOLDING OF RESULTS

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

10. TRANSITORY REGULATIONS

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

11 GENERAL

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

MALPRACTICES RULES

DISCIPLINARY ACTION FOR /IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in- charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.

	or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for Further Action to award suitable punishment.	

Malpractices identified by squad or special invigilators

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

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MASTER OF BUSINESS ADMINISTRATION (MBA) R15

COURSE STRUCTURE AND SYLLABUS

I Year – I Semester

Sl No	Subject code	Course Title	L	P	C
		Core Course			
1	DE 11 A	MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	3	0	3
2	DE 11 B	BUSINESS LAWS & BUSINESS ENVIRONMENT	3	0	3
3	DE 11 C	MANAGERIAL ECONOMICS	3	0	3
4	DE 11 D	FINANCIAL ACCOUNTING & ANALYSIS	3	0	3
5	DE 11 E	STATISTICS FOR MANAGEMENT	3	0	3
		Open Elective			
6	DE 11 F	CROSS CULTURE MANAGEMENT			
7	DE 11 G	WORLD TRADE ORGANISATION & INTELLECTUAL PROPERTY RIGHTS	3	0	3
8	DE 11 H	TOTAL QUALITY MANAGEMENT			
9	DE 11 I	PROJECT MANAGEMENT			
10	DE 11 P	STATISTICAL DATA ANALYSIS LAB	0	4	2
11	DE 11 Q	BUSINESS COMMUNICATION SEMINAR	0	4	2
		Total Credits	18	8	22

I Year II Semester

Sl No	Subject code	Course Title	L	P	C
		Core Course			
1	DE 12 A	HUMAN RESOURCE MANAGEMENT	3	0	3
2	DE 12 B	MARKETING MANAGEMENT	3	0	3
3	DE 12 C	FINANCIAL MANAGEMENT	3	0	3
4	DE 12 D	QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	3	0	3
5	DE 12 E	MANAGEMENT INFORMATION SYSTEMS & ENTERPRISE RESOURCE PLANNING	3	0	3
		Open Elective			
6	DE 12 F	FOREIGN TRADE	3	0	3
7	DE 12 G	BANKING,INSURANCE & RISK MANAGEMENT			
8	DE 12 H	LOGISTICS & SUPPLY CHAIN MANAGEMENT			
9	DE 12 I	MSME MANAGEMENT			
10	DE 12 J	ANNUAL REPORT ANALYSIS LAB	0	4	2
11	DE 12 K	SUMMER INTERNSHIP SEMINAR	0	4	2
		Total Credits	18	8	22

II Year – I Semester

Sl No	Subject code	Course Title	L	P	C
		CORE COURSES			
1	DE 21 A	PRODUCTION & OPERATIONS MANAGEMENT	3	0	3
2	DE 21 B	STRATEGIC MANAGEMENT	3	0	3
3	DE 21 C	RESEARCH METHDOLOGY	3	0	3
		CORE ELECTIVES			
4	DE 21 M*/H*/ F*/S*	(MRKG/HRM/FIN/SYS)	3	0	3
5	DE 21 M*/H*/ F*/S*	(MRKG/HRM/FIN/SYS)	3	0	3
6	DE 21 M*/H*/ F*/S*	(MRKG/HRM/FIN/SYS)	3	0	3
7	DE 21 D	Personal Effectiveness Seminar SEMINAR	0	4	2
8	DE 21 E	BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS – SEMINAR	0	4	2
		Total Credits	18	8	22

II Year – II Semester

Sl No	Subject code	Course Title	L	P	C
		Core Course			
1	DE 22 A	ENTREPRENUERSHIP	3	0	3
2	DE 22 B	MANAGEMENT OF TECHNOLOGY	3	0	3
		Core Elective			
3	DE 22 M*/H*/F*/S*	(MRKG/HRM/FIN/SYS)	3	0	3
4	DE 22 M*/H*/F*/S*	(MRKG/HRM/FIN/SYS)	3	0	3
5	DE 22 M*/H*/F*/S*	(MRKG/HRM/FIN/SYS)	3	0	3
		Seminar, VIVA, PROJECT			
6	DE 22 C	PRE SUBMISSION OF PROJECT –SEMINAR	0	4	2
7	DE 22 D	COMPREHENSIVE VIVA	0	4	2
8	DE 22 E	PROJECT	0	0	3
Total Credits			15	8	22

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

MARKETING ELECTIVES		
Sl No	Subject code	
1.	DE 21 M1	CONSUMER BEHAVIOUR
2.	DE 21 M2	SALES AND DISTRIBUTION
3.	DE 21 M3	INTEGRATED MARKETING COMMUNICATIONS
4.	DE 22 M4	RETAILING MANAGEMENT
5.	DE 22 M5	SERVICES MARKETING
6.	DE 22 M6	INTERNATIONAL MARKETING
FINANCE ELECTIVES		
Sl No	Subject code	
1.	DE 21 F1	STRATEGIC MANAGEMENT ACCOUNTING
2.	DE 21 F2	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
3.	DE 21 F3	FINANCIAL INSTITUTIONS, MARKETS & SERVICES
4.	DE 22 F4	STRATEGIC INVESTMENT AND FINANCING DECISIONS
5.	DE 22 F5	INTERNATIONAL FINANCIAL MANAGEMENT
6.	DE 22 F6	FINANCIAL DERIVATIVES
HR ELECTIVES		
Sl No	Subject code	
1.	DE 21 H1	PERFORMANCE MANAGEMENT
2.	DE 21 H2	TRAINING FOR DEVELOPMENT
3.	DE 21 H3	MANAGEMENT OF INDUSTRIAL RELATIONS
4.	DE 22 H4	COMPENSATION & REWARD MANAGEMENT

5.	DE 22 H5	INTERNATIONAL HUMAN RESOURCE MANAGEMENT
6.	DE 22 H6	LEADERSHIP & CHANGE MANAGEMENT
SYSTEMS ELECTIVES		
Sl No	Subject code	
1.	DE 21 S1	BUSINESS INTELLIGENCE
2.	DE 21 S2	DATABASE MANAGEMENT SYSTEMS
3.	DE 21 S3	DECISION SUPPORT SYSTEMS
4.	DE 22 S4	E BUSINESS
5.	DE 22 S5	CYBER SECURITY
6.	DE 22 S6	INFORMATION SYSTEMS, CONTROL AND AUDIT

Guidelines: The guidelines of the MBA four semesters under CBCS are as follows:

I Semester and II Semester:

The first and second semesters contain 8 courses each of which first five are core courses, which are compulsory to all the students. The sixth course is Open Elective offered for the other branches of PG Courses of the University. However, the MBA students of School of Management Studies of JBIET and Affiliated Colleges will register Open Elective Courses offered by the other branches (as per the Student Choice) and should complete it. The stand alone colleges of MBA students may register Open Elective subject in the other branches/departments or nearby Colleges of JBIET. In the first semester SDA Lab and Business Communication Seminar are offered as internal papers and in second semester. AR Analysis and Summer Internship are offered as internal papers. MBA Department students should not select any of the subjects offered under open elective streams.

III Semester:

In the third semester, first three core courses are compulsory to all the students and four, five six are core electives offered. Under Core Electives – four different streams of Specializations are offered such as Marketing, HRM, Finance and Systems. Under each specialization 6 different courses / subject are offered and Students are free / open to option any one of the four specializations offered. If a student opts for Finance Specialization, he has to study all three courses of Finance only in III Semester. The same is the case with HRM, Marketing and Systems. This type of elective system is imposed keeping in mind, the Industry/Banks/Private Sector/Public Sector expectations for their recruitment and selection process. A Seminar on the Business best practice and success stories of emerging leaders has been introduced as an internal paper which will be evaluated by an Internal examiner as per the Academic Regulations. Personal Effectiveness Seminar is also introduced as an internal paper in this semester. Seminars are evaluated 100% internally.

IV Semester:

The first two courses of fourth semester are core courses which are compulsory to all the students. The students are supposed to study 3, 4 and 5 as Elective Courses. Under Core Electives – four different streams of Specializations are offered such as Marketing, HRM, Finance and Systems. Under each specialization 6 different courses are offered and Students are free / open to option any one of the four specializations offered. If a student opts for Finance Specialization, he has to study all three courses of Finance only in the IV Semester. The same is the case with HRM, Marketing and Systems. This type of elective system is imposed keeping in mind, the Industry/Banks/Private Sector/Public Sector

expectations for their recruitment and selection process. The 6th course is on pre-submission of the Project Seminar which is internal. The purpose of this course is to review the progress of MBA project of the Students and to guide them appropriately on the selection of Project Title, framing of objectives, hypotheses and sampling selection. The 7th course is introduced as Comprehensive Viva which is External and the purpose is to evaluate the student's subject knowledge in all the four semesters. The purpose of this course is particularly to enhance the employment potential of the student. The 8th course is MBA project for 100 marks, out of which 25 are internal and 75 are external and students are expected to complete the project within the time frame.

Please note: Colleges should mention every PRACTICAL /LAB AND Seminar Presentation Paper in the time table and faculty should be assigned accordingly and shown as workload. Purchase of CMIE Prowess Database and communication software/database is mandatory. Purchase of journals is also mandatory and students should be inspired to present journal articles, relevant to their area of interest, in the regular class. The academic committee should plan at least one presentation for ten minutes per week by every student without using any written notes or ppt.

Objectives of JBIET MBA Programme

The objectives of MBA 2015 syllabus are:

- To prepare graduates with the managerial skills necessary to enter careers in
- Marketing
- Finance
- Human Resources
- Systems
- To strengthen their knowledge of
- Business Environmental Scanning
- Planning, Organizing, Directing & Controlling
- Decision Making and Communication
- Establishing & Maintaining Organizations
- Ensuring Growth and Stability of Organizations.
- To acquire ability to procure and utilize resources effectively and efficiently so as to achieve organizational, individual and societal objectives.

Outcomes: Through outcome based learning centric approaches like case studies, group discussions, field visits, reading of books, References & journals, MBA graduates will be capable of:

3 Understanding business process and add value to it.

4 Conducting management research to identify the reasons for the problems and to find solutions.

- 5 *Utilizing modern approaches and best practices to manage organizations.*
- 6 *Use authority and power to influence people to get the work done.*
- 7 *Understand organizational dynamics and interpersonal relations.*
- 8 *Managing change.*
- 9 *Developing employability skills to get jobs.*

JOURNALS: The colleges can procure any of the following journals to suit the minimum AICTE/JBIET guidelines and in the interest of the students and faculty may procure more journals to create a management research environment in their colleges.

NATIONAL JOURNALS:

1. Vikalpa, IIM Ahmedabad, Frequency: quarterly.
2. IIM Bangalore Management Review. Frequency: Quarterly.
3. Decision, IIM Calcutta, Frequency: half yearly.
4. The Journal of Entrepreneurship, Frequency: Twice a Year.
5. Udyog Pragati, Frequency: Quarterly. SAGE.
6. Journal of Human Values, twice a Year. SAGE Vision.
7. The Journal of Business Perspective, Frequency: Quarterly.

MARKETING:

1. Indian Journal of Marketing, Frequency: monthly.
2. MICA Communications, Frequency: Bi Annual.

FINANCE:

1. Chartered Accountant, Frequency: Quarterly.
2. Finance India, Frequency: Quarterly.
3. Human Capital, Frequency: Monthly.
4. Management Accountant, Frequency: Monthly.
5. Journal of Accounting & Finance, Frequency: Half yearly.

HUMAN RESOURCES:

1. Indian Journal of Industrial Relation, Frequency: Quarterly.
2. NHRD Journal of Career Management, SAGE
3. Management and Labour Studies, Frequency: Quarterly. SAGE.
4. Personnel today, Frequency: Quarterly.
5. Leadership excellence (Indian Edition), Frequency: Monthly.
6. Indian Journal of Training & Development, Frequency: Quarterly.

INTERNATIONAL JOURNALS:

1. Harvard Business Review, Frequency: yearly 10.
2. Supervision
3. Academy of Management Journal
4. Academy of Management Perspectives.
5. Marketing Research.

6. Journal of Finance.

MAGAZINES:

1. Indian Management Frequency: Monthly.
2. Business India, Frequency: 26 yearly.
3. Business World Frequency: 52 yearly.
4. Business Today Frequency: 26 yearly.
5. Fortune International Frequency: 26 yearly.
6. University News Frequency: 52 yearly.
7. Capital market Frequency: 26 yearly.

DATA BASES:

1. CENTRE FOR MONITORING INDIAN ECONOMY, PROWESS. For details visit www.cmie.com
2. R.B.I Bulletin Frequency: Monthly.
3. RBI ANNUAL REPORT
4. RBI BANKING REPORT AND STATISTICS ON BANKING
5. ECONOMIC SURVEY: For details visit Planning Commission Website.
6. DBIE, rbi.org.in – DATA ON INDIAN ECONOMY
7. INDIA BUDGET AND ECONOMIC SURVEY OF GOVT OF INDIA.

FUNDS: The college managements may note that there are several major and minor research projects and funds available with UGC and AICTE. The principal and faculty may be advised to apply by visiting UGC and AICTE websites from time to time.

Faculty and Students are requested to note that the syllabus 2015 is designed with an intention to give an opportunity to the students to focus on the job they want to do after MBA. **“Students may be informed that taking of short cuts to complete seminars and project may lead to hardships in the short and long run”**. Faculty is also requested to be facilitators in the class room and inspire the students to discuss cases in the class. The curriculum provides ample scope for the students to make seminar presentations in the class. They are advised to note all the mini projects and work continuously from the first semester. The reports may be submitted as per the syllabus structure.

In order to increase seriousness among students to do the main project work, two seminar papers are introduced. For details for evaluation of practical's and seminar presentations please refer JBIET Academic Regulations. Students are advised to integrate the practical's, seminars with the job they prefer after MBA.

PEDAGOGY FOR JBIET MBA

Case Analysis and Preparation: Business Administration and Management can be well understood if cases are analyzed by students and faculty in every class daily. This will enable MBA students develop communication skills and give exposure to practical and live examples of how managers are taking decisions on different situations they come across on a regular basis. In addition students should interact with company executives and prepare case lets. This will help them understand the internal and external factors affecting an organization's growth and also understand the challenges of executives and the organization.

Student Presentations on Field Visits: Students should make a field visit to any small, medium or large organization or any entrepreneur. They can also visit shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model. They may also offer to help the business organizations over a period of two years (as and when possible) and gain the practical exposure. Presentation of their experiences during the field visits will enable them to enhance their creativity towards solutions for the issues and challenges they observe during the field visits.

Expert Lectures and Seminars: The faculty of the MBA departments should organize seminars and give opportunity for their students to express their ideas. Faculty from the college or nearby colleges can be judges to evaluate performance in the seminar presentations. Every faculty of marketing, finance, HR and Systems should come together to conduct a two day seminar for each elective they teach and experts from the industry and academia should be invited to share their ideas. College managements are requested to give their full support in this regard.

Industrial Visits: All the MBA students should plan and visit various organizations and observe the real life situations and problems. This will enable them to understand how different strategies, policies and approaches are implemented in different organizations.

Faculty as Facilitator: There are several sources of cases available from books, business magazines like Business Today, Business World etc., News Papers like Business Standard, Journals like HBR, Vikalpa etc. Even soft copies of these cases are available in the internet. For example if we type business standard cases in Google we can see weekly cases along with solutions offered by the corporate executives. Faculty should inspire students and act as a facilitator to motivate students to analyze cases in every class and also encourage them to go for field visits.

College Academic Committee: College is expected to constitute an academic committee Chaired by the MBA head and all subject teachers to discuss case studies to be conducted in the class, reference material and session plan to cover the syllabus. Cases / Assignments should be planned and circulated in advance to the students.

PLEASE NOTE: Cases in the syllabus are suggestive and faculty is free to use any case from any source to understand the realities of the industry. Students may also be inspired to bring interesting cases, management and leadership videos from YouTube for discuss in the class. College should provide one room with audio visual aids.

J.B.INSTITUTE OF ENGINEERING & TECHNOLOGY

MBA I year I-SEM

(UGC Autonomous)

L P C

DE 11 A

MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

3 0 3

UNIT – I: History of Management:

Theories of Management-Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory

Case1: Work Force Diversity

UNIT – II: Problem solving, Decision Making and Planning:

Problem Solving and Decision making, Classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and select the most feasible plan, implement decision and control, Plans, types of plans, steps involved in planning process.

UNIT – III: Organizing and controlling:

Principles of organizing, organizational design, relation between authority, power and influence; organizational functional and control systems, types of controls

UNIT – IV: Organizational Behavior – individual and group behavior:

Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

UNIT – V: Leadership, Motivation and Organizational Structure:

Leadership theories, Power and Politics, Maslow's needs theory, two factor theory of motivation,

McGregor's theory, ERG theory, McClelland's needs theory, Valence Theory and other relevant theories of motivation

TEXT BOOKS:

1. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
2. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012

REFERENCES:

1. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publshings
2. Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
3. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
4. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing

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MBA I year I-SEM (UGC Autonomous) **L P C**

DE 11 B BUSINESS LAWS AND BUSINESS ENVIRONMENT 3 0 3

UNIT I: Law of Contract - 1872:

Nature of contract and essential elements; types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and Discharge of contracts, Remedies for breach of contract, Indemnity and Guarantee, Latest Amendments.

UNIT II: Companies Act - 1956:

Steps and procedure for Incorporation of the company, Company Management– Appointment of Directors; Powers, Duties & liabilities of Directors; Company Meetings, Resolutions, Winding-up of a Company, Latest Amendments

UNIT III: Basic Business Regulations: Negotiable Instruments Act – 1881:

Negotiable Instruments- Promissory Note, Bills of Exchange, Cheques, and their definitions and characteristics, Types of endorsements, Discharge of Parties, Latest Amendments.

UNIT IV: Introduction to Business Environment:

Macro Environment Analysis (PESTEL Model); Industrial Policies: A brief review of industrial policies since Independence, Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, EXIM Policy, FDI in INDIA.

UNIT V: Balance of Payments:

Structure, Major components of Balance of payments, Causes for dis- equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

TEXT BOOKS:

3. RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
4. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition

REFERENCES:

1. S.S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition
2. K.Aswhappa, Essentials of Business Environment, Himalaya Publication house, 2008.
3. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007
4. S.N.Maheshwari & Maheshwari, *Business Regulatory*

J.B.INSTITUTE OF ENGINEERING & TECHNOLOGY

MBA I year I-SEM

(UGC Autonomous)

L P C

MANAGERIAL ECONOMICS

3 0 3

DE 11 C

UNIT-I: Introduction to Managerial Economics:

Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Case: 1 the objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15)

Case: 2 Dabur India Limited Growing Big and Global (Geetika, 2nd Edition page no 64)

Case: 3 Profits in the personal computer industry (Dominick Salvatore page no 19)

Case: 4 Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore page no 44)

UNIT-II: Theory of Demand:

Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Case: 1 forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore p- 195)

Case: 2 Price Elasticity's of Demand in the Real World (Dominick Salvatore page no110)

Case: 3 Northern Turkey (Craig H.Petersen page no 172-173)

Case: 4 Income Elasticity of Demand (H.Kaushal Macmillan page no 3941)

Case: 5 Cross Demand (H.Kaushal Macmillan page no 48)

Case: 6 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

UNIT-III: Production Analysis:

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

Case: 1 Labor productivity and Total compensation in the United States and Abroad

(Dominick Salvatore page no 253)

Case: 2 Naveen Construction Companies (Craig H.Petersen page no 293)

Case: 3 Substitutability between Gasoline consumption and driving times

(Dominick Salvatore page no 265)

Case: 4 How Xerox lost and regained International competitiveness and became a leader in information

Technology (Dominick Salvatore page no 278)

UNIT-IV: Cost theory and estimation:

Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs.
long run costs, average cost curves, Overall Cost leadership.

Case: 1 Out Sourcing to India: way to Fast Track (Geetika page no 272)

Case: 2 The Shape of the long -Run Average cost curves in various industries

(Dominick Salvatore page no 265)

Case: 3 BLP Corporation (Sumitrapal, Macmillan page no 203)

Case: 4 Mr. Martin Gets Chewed out by the Boss (W.Bruce Allen pages no 150)

UNIT-V: Market Structure and Pricing Practices:

Features and Types of different competitive situations - Price-Output determination in Perfect
competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.
Pricing philosophy

Case: 1 Pricing of innovative product (H.Kaushal Macmillan page no 78)

Case: 2 Pacific copper enterprises (W.Bruce Allen)

Case: 3 Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan page no 240)

Case: 4 Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no369)

TEXT BOOKS:

1. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14th edition* Pearson, 2014.
2. 'Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.

REFERENCES:

1. W.Bruce Allen, *Managerial Economics Theory, Applications, and Cases* 8th Edition.
2. G S Gupta, *Managerial Economics*, 2nd edition, TMH, 2012.
3. H. L. Ahuja, *Managerial Economics*, S. Chand, 2012
4. D.N. Dwivedi, *Managerial Economics*, Vikas, 2012.

MBA I year I-SEM	J.B.INSTITUTE OF ENGINEERING & TECHNOLOGY (UGC Autonomous)	L P C
DE 11 D	FINANCIAL ACCOUNTING & ANALYSIS	3 0 3

UNIT-I: Introduction to Accounting:

Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle

UNIT-II: The Accounting Process:

Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs Intangible assets, and methods of depreciation, Depreciation concept– Depreciation of Fixed Assets - Methods of depreciation—their impact on measurement of business Accounting.

UNIT-III: Inventory Valuation:

Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill, Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts-ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures

UNIT-IV: Financial Analysis-I:

Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs, Distinction between cash profits and book profits Preparation and analysis of cash flow statement and funds flow statement.

UNIT-V: Financial Analysis-II:

Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

TEXT BOOKS:

1. V. Rajasekharan,R.Lalitha “Financial Accounting & Analysis” Pearson Education, New Delhi, 2015
2. Paresh Shah “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2014.

REFERENCES:

1. Dhanesh K. Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
2. N. Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
3. Maheswari, Financial Accounting, IBH, 2015.
4. T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education Pvt Ltd, NDelhi 2015.

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MBA I year I-SEM

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L P C

STATISTICS FOR MANAGEMENT

DE 11 E

3 0 3

UNIT – I: Introduction to Statistics:

Overview, origin and development and Managerial Applications of Statistics, Statistics and the branches of the study, statistics& computers, limitations of statistics

UNIT – II: Measures of central Tendency:

Mean, Median, Mode, Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation Skewness: Karle Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

UNIT – III: tabulation:

Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data one dimensional, two dimensional and three dimensional diagrams and graphs

UNIT – IV: small sample tests:

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

UNIT – V: regression analysis:

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients, Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction ,Characteristics and uses of index numbers, types of index numbers, un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

TEXT BOOKS:

1. Levin R.I., Rubin S. David, “Statistics for Management”, 2015, 7th Ed. Pearson.
2. Beri, “ Business Statistics ”, 2015, 1st Ed, TMH.

REFERENCES:

1. Gupta S.C, “Fundamentals of Statistics”, 2015, 6th Ed. HPH.
2. Amir D. Aczel and Jayavel Sounder pandian, “Complete Business Statistics”, TMH,
3. Levine, Stephan, krehbiel, Berenson -Statistics for Managers using Microsoft Excel, PHI.
4. J. K Sharma, “Business Statistics”, 2015, 2nd Ed. Pearson.

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MBA I year I-SEM

(UGC Autonomous)

L P C

CROSS CULTURAL MANAGEMENT

DE 11 F

(Open Elective – I)

3 0 3

UNIT-I: Introduction:

Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

UNIT-II: Cultural Dimensions and Dilemmas:

Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

UNIT-III: Culture and Organizations:

Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity

UNIT- IV: Culture and Communications:

Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally

UNIT-V: Cross Cultural Team Management:

Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships

TEXT BOOKS:

9. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
10. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.

References:

1. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
2. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
3. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
4. Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA

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MBA I year I-SEM

(UGC Autonomous)

L P C

WORLD TRADE ORGANISATION & INTELLECTUAL PROPERTY RIGHTS

DE 11 G

(Open Elective – I)

3 0 3

UNIT -I: Introduction:

General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer– Dispute resolution Mechanism- Doha Declaration– WTO Agreements including TRIPS & TRIMS.

UNIT -II: WIPO:

Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hauge Agreement – UPOV

UNIT -III: IPR-1 Patents:

Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

UNIT -IV: IPR – 2: Designs and Geographical Indication (GI):

Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

UNIT -V: IPR-3: Trademarks and Copy rights:

Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trademarks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement

– Remedies.

TEXT BOOKS:

1. P. K. Vasudeva ,World Trade Organization: Implications on Indian Economy, Pearson Education, 2015
2. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.

References:

1. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
2. Carlos M. Correa- Intellectual property rights , The WTO and Developing countries-Zed books
3. Peter-Tobias stoll, Jan busche , Katrian arend- WTO- Trade –related aspects of IPR- Library of congress
4. Surendra Bhandari- World Trade Organisation (WTO) and Developing Countries- Vikas Publishing House

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MBA I year I-SEM

(UGC Autonomous)

L P C

TOTAL QUALITY MANAGEMENT

DE 11 H

(Open Elective – I)

3 0 3

UNIT-I: Principles and Practices-I:

Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM-Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils-Strategic Planning- Customer Satisfaction- Customer perception of Quality-service Quality, -Customer Retention-Employee Involvement-Employee survey-Empowerment-Gain sharing-Performance Appraisal.

UNIT-II: Principles and Practices-II:

Continuous process Improvement, - the Juran trilogy,- The PDCA Cycle-Kaizen- Reengineering. Supplier Partnership- Partnering-Sourcing-Supplier Selection- Supplier rating-Performance Measures-Basic concept-Strategy-Quality cost- Bench marking- reasons for bench marking-Process-Understanding current performance-Pitfalls and criticism of benchmarking.

UNIT-III: Tools and Techniques-I:

Information Technology- Computers and the quality functions -Information quality Issues-Quality management System- Benefits of ISO registration-ISO 9000 series Standards-Internal Audits Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process

UNIT-IV: Tools and Techniques-II:

Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs-Autonomous Work groups

UNIT-V: Management Tools:

Management Tools,-Introduction-Forced field Analysis-Tree diagram- Process decision Program Chart- Statistical Process Control-Cause and Effect diagram-Histogram-state of control – Process Capability- Experimental Design- Hypothesis-Orthogonal Design-Two factors and Full factors-Quality Strategy for Indian Industries-Quality Management in India.

TEXT BOOKS:

1. Joel E Ross : Total Quality Management, 3rd Edition, CRC press,2015
2. Dale H.Besterfeld, carlon Besterfeld: Total Quality Management, Pearson Education, 2015

REFERENCES:

1. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
2. Poornima M charantimath Total Quality Management, Pearson Education, 2015
3. Kanishka Bedi: Quality Management, Oxford, 2015.
4. Dr.S.Kumar , Total Quality Management, University Science Press ,2015

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PROJECT MANAGEMENT

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(Open Elective – I)

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UNIT-I: Introduction:

Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

UNIT-II: Project Planning:

Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

UNIT-III: Project Execution:

Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process, risk management an integrated approach, cost Management, Creating a project Budget.

UNIT-IV: Leading Project Teams:

Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

UNIT-V: Performance Measurement and Evaluation:

Project control cycles, monitoring project performances, Earned value management, Human factors in

project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

TEXT BOOKS:

1. Gray, Larson: Project Management-Tata McGraw Hill-2015
2. Jeffery K.Pinto: Project Management-Pearson Education-2015

REFERENCES

1. Enzo Frigenti: Project Management-Kogan, 2015
2. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
3. Thomas M.Cappels: Financially Focused Project Management, SPD, 2008.
4. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

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STATISTICAL DATA ANALYSIS LAB

0 4 2

Syllabus - PART A

11. About EXCEL

- 10.1 Introduction, Uses of Excel, New functions and features of excel 2007.
- 10.2** Getting started with excel: Opening a blank or new workbook, general organization.
- 10.3** Highlights and main functions: Home, Insert, page layout, formulas.
- 10.4** Highlights and main functions: Data, review, view, add-ins.
- 10.5** Using the Excel help function.

12 General EXCEL Lessons

- 11.1 Customizing the Quick Access Toolbar.
- 11.2 Creating and Using Templates.
- 11.3 Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
- 11.4 Formatting Data and Using the Right Mouse Click.
- 11.5 Saving, Page Setup, and Printing.
- 11.6 Using Headers and Footers.
- 11.7 Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
- 11.8 Data from External Sources.
- 11.9 Using and Formatting Tables.
- 11.10 Basic Formulas and Use of Functions.
- 11.11 Data Analysis Using Charts and Graphs.
- 11.12 Managing, Inserting, and Copying Worksheets.
- 11.13 Securing the Excel Document (Protect Cells and Workbook).

13. ADVANCED EXCEL LESSONS

- Advanced Formulas and Functions.
- Advanced Worksheet Features.
- Advanced Data Analysis using PivotTables and Pivot Charts.

PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL

- IV** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines

- V** t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.

- VI** Time series: forecasting Method of least squares, moving average method. Inference and discussion of results

TEXT BOOKS:

1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
2. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.

REFERENCES

1. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
2. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
3. Shelly, MS Office, 2007, Cengage, 2009.
4. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods for Practice and Research, Response, 2009.

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DE 11 Q

BUSINESS COMMUNICATION SEMINAR

0 4 2

UNIT-I: Business Writing:

Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

Case Study: Communication Complication in English (Meenakshi)

UNIT-II: Business Correspondence:

Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos, Practice Exercises.

Case Study: Missing Briefcase (Meenakshi)

UNIT-III: Instructions:

Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.

Case Study: How to operate the Minolta Freedom 3 Camera. (Meenakshi...)

UNIT-IV: Business Reports and Proposals:

Introduction, what is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

Case: 1 Handling unsolicited proposals for private infrastructure Projects (Meenakshi)

Case: 2 the key board syndrome (Meenakshi)

UNIT-V: Careers and Resumes:

Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

Case Study: Recruitment Drive at SOBER. (Meenakshi)

TEXT BOOKS:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Lesikar: Basic Business Communication, TMH, 2015.

REFERENCES:

1. David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
2. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
3. Business English Dictionary, Pearson, 2015.
4. Lehman and Dufrene Sinha, BCOM (Business Communication) 2nd edition, Cengage, 2012.

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DE 12 A

HUMAN RESOURCE MANAGEMENT

3 0 3

UNIT-I: Introduction of HRM:

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

Case 1: Social Surveyors in Flood-hit Areas (Gary Dessler page no 160)

Case 2: Finding people who are passionate about what they do (Gary Dessler page no 195)

Case 3: HR, CULTURE and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35)

Case 4: Religious Accommodation (Robert L Mathis P. No. 118)

Case 5: Mitsubishi Believes in EEO-Now (Robert L Mathis P. No. 119)

UNIT-II: Recruitment and Placement:

Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee

Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

Case 1: Reinventing the wheel at apex door Company (Gary Dessler pages no 309)

Case 2: Xerox Focuses on HR (Robert L Mathis P. No. 79)

Case 3: where do you find the Bodies? (Robert L Mathis P. No. 79)

Case 4: The Reluctant Receptionist (Robert L Mathis P. No. 159)

Case 5: Accenture – Retaining for Itself (Robert L Mathis P. No. 193)

Case 6: Recruiting at Kia (Robert L Mathis P. No. 231)

Case 7: Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267)

UNIT-III: Performance Appraisal and Training & Development of Employees:

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

Case 1: Training Crucial for Hotels (Robert L Mathis P. No. 307)

Case 2: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393)

Case 3: Just another Job (Robert L Mathis P. No. 647)

Case 4: The Dilemma Within (Robert L Mathis P. No. 667)

Case 5: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671)

Case 6: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

UNIT-IV: Compensation:

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

Case 1: Salary inequities at ACME Manufacturing (Gary Dessler page no 429)

Case 2: HR Contributes at CSCO (Robert L Mathis P. No. 36)

Case 3: Compensation changes at JC Penny (Robert L Mathis P. No. 435)

Case 4: Benefiting Connie (Robert L Mathis P. No. 507)

UNIT-V: Employee Relation:

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

Case 1: The New Safety and Health Program (Gary Dessler page no 623)

Case 2: Full Disclosure on Sex Offenders? (Robert L Mathis P. No. 231)

Case 3: Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

TEXT BOOKS:

1. Gary Dessler, "Human Resource Management", 12th Edition, Pearson- 2012.
2. Robert L Mathis, John H Jackson, Manas Ranjan Tripathy "Human Resource Management- A South Asian Perspective", Cengage Learning 2012.

REFERENCES:

1. C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
2. Aswathappa, "Human Resource Management, Text and Cases", TMH, 2011.
3. Dipak Kumar Bhattacharyya "Human Resource Management", Excel Books, 2012.
4. Wayne Mondy, "Human Resource Management" Pearson, 2009.

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DE 12 B

MARKETING MANAGEMENT

3 0 3

UNIT-I: Introduction to World of Marketing:

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

Case 1: Bata (Rajendra. P Maheshwari page no: 03)

Case 2: Mahindra Scooters (Arun Kumar page no: 89).

Case 3: Ready Meal Manufactures (Adrian palmer, page no: 70).

Case 4: Santoor – (lamb Hair– page no: 238).

Case 5: Drawing on data, searching for insight (Adrian palmer – Page no: 175).

UNIT-II: Analyzing Marketing Opportunities, Customer Value and Marketing Mix:

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

Case 1: Small New Phones (Adrian palmer-page no: 296).

UNIT-III: Designing a Customer Driven Strategy:

Market segmentation-segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market Segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy.

Case 1: (Segmentation) Zee TV (lamb, Hair page no 212).

Case 2: (Targeting) Kellogg's (lamb, Hair page no 300)

Case 3: (Positioning) Nimbooz (S. Neelamegham page no 225).

Case 4: (Positioning) Dalda (Arun Kumar page no: 195).

UNIT-IV: Distribution Decisions, Promotion & Communication Strategies:

Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication-communication process, communication promotion mix, factors affecting the promotion mix

Case 1: Barista (Arun Kumar – page no: 33).

Case 2: Nano Car (lamb, Hair – page no: 52)

Case 3: Indigo (lamb, Hair – page no: 356).

Case 4: TESCO (Adrian palmer page no: 388)

Case 5: Hero Motor Corp (lamb, Hair Page no: 446)

Case 6: Avon Cosmetics (lamb, Hair Page no: 497).

Case 7: Eureka (Arun – Page no: 711).

Case 8: Home Shop (Arun – page no: 639).

UNIT-V: Pricing Decisions & Personal Communication:

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

Case 1: Coca Cola (lamb, Hair – page no: 112).

Case 2: I phone (lamb, Hair – page no: 534).

Case 3: Akash Tablet (lamb, Hair – page no: 557).

Case 4: Compact car (Arun Kumar page no: 369)

Case 5: Chick (lamb, Hair Page no: 650)

Case 6: Nokia (Neelamegham page no– 645).

Case 7: Shakti (Rajendra .P Maheswari – Page no: 408).

Case 8: Airtel (Arun – page no: 901)

Case 9: Beer Marketing (Adrian palmer page no: 529)

TEXT BOOKS:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 15/e, Pearson Education, 2012
2. Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning,

REFERENCES:

1. Ramaswamy Namakumari, “Marketing Management”, TMH 5th Edition 2015

REFERENCES FOR CASES:

1. Ramaswamy Namakumari, “Marketing Management”, TMH 5th Edition 2015.
2. Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2015.
3. Rajan Saxena: Marketing Management, 4/e, TMH, 2015
4. Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.

Note: All references have equal weigthage and students can buy / refer according to their choice

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FINANCIAL MANAGEMENT

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The students need Discounting Table and Annuity tables for the examination

UNIT-I: The Finance Function:

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

UNIT-II: The Investment Decision:

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

UNIT-III: Capital Structure Decisions:

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

UNIT-IV: Dividend Decisions:

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

UNIT-V: Management of Current Assets:

Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Management of receivables and Management of inventory- The importance of current assets management in working capital planning. Planning of working capital, Financing of working capital through Bank finance and Trade Credit, Recommendations of Tandon and Daheja Committee on Working Capital

TEXT BOOKS:

1. . IM Pandey, Financial Management, 10th Edition, Vikas, 2015.
2. . M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6th Edition, TMH, 2012.

REFERENCES:

1. . P.C.Tulsian,C.A. Bharat Tulsian , “Financial Management” S.Chand Publications,2012
2. . Prasanna Chandra, “Financial Management Theory and Practice”, 8th Edition. TMH ,2012
3. . Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers ,2012
4. . James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012.

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QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

3 0 3

UNIT-I: Nature and scope of Operations research:

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

UNIT-II: Linear Programming Method:

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

UNIT-III: Assignment Model:

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

UNIT-IV: Decision Theory:

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

UNIT-V: Queuing Theory:

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

TEXT BOOKS:

1. R. Pannerselvam : Operations Research, PHI, 3rd revised edition,2012
2. Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2015.

REFERENCES:

1. K.L Schgel "Quantitative Techniques and Statistics", 2012.

2. Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012
3. C.R. Kothari, Quantitative Techniques, 3rd revised edition, Vikas, 2012.
4. N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.

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**MANAGEMENT INFORMATION SYSTEM & ENTERPRISE RESOURCE
PLANNING**

DE 12 E

3 0 3

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

Case 1: MIS at Narayana Labs Ltd.

Case 2: Siba International and Functional Information System.

Case 3: Sigma Industries Limited (SIL)

UNIT-II: Business Applications of Information Systems:

E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System

Case 1: Knowledge Management Systems at Anil Consultancy.

UNIT-III: Management of IS:

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

Case 1: Planning of IS at Anoop & Company.

Case 2: Apollo Hospitals.

Case 3: Implementation of OLT at Deep College of Management and Technology.

Case 4: Effectiveness of MIS: A Case Study.

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.

Case 1: System requirement specification: An illustrate case.

Case 2: MIS at XYZ Bank.

Case 3: Purchase order system: application case study.

UNIT-V: Introduction to Cyber Crime:

Cyber Crime Definition and origin of the word, cyber crime and Information security, who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber crimes and Indian ITA 2000, Global perspective on cybercrime-Cybercrime era (Refer Nina Godbole et al)

TEXT BOOKS:

1. D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition, 2010.
2. Laudon & Laudon, Management Information Systems, Pearson, 2015

REFERENCES:

1. Nina Godbole & Sunit Belapure “Cyber Security” Wiley india 2012.
2. Jawadekar, MIS Text and Cases, TMH, 2012.
3. A K Gupta, Sharma “Management of Systems” Macmillan, 2012.

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L P C

(UGC Autonomous)

DE 12 F

FOREIGN TRADE (Open Elective-I)

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UNIT-I: FOREIGN TRADE:

Definition of Foreign Trade, Composition of Foreign Trade, Theories of International Trade, Foreign Trade and economic Development, Analysis of India's Foreign Trade, Growth, Trends, Composition and direction- Foreign Capital, Collaboration of Multinational corporations, Bilateral and Multinational Trade Agreements- India's trade Agreements - India's Balance of Payments including invisibles.

UNIT-II: Import Policy and Export Promotion Schemes:

Salient Features of India's Export Import Policy- Objectives of EXIM/Trade Policy – Instruments of Trade Policy- Duty Exemption Schemes – DBK, DEPB, Advance License - Import of Capital Goods - Exports/Trading/Star Trading/Super Star Trading House Policy - EOU's/EPZs/SEZs Schemes - Services Exports

UNIT-III: Incoterms:

Background and objectives of Incoterms, Types of Incoterms- General guidance that are used in Incoterms – Terminology of Incoterms- Tariffs, Quantitative restrictions– Export-Import Procedures and documentation.

UNIT-IV: Institutional setup for Export Promotion:

Export Assistance measures. Free Trade Zone SEZ's and 100% eOUs State Trading in India- Principal commodities of India's export and imports an overview – Sources and Analysis of foreign Trade Statistics. Canalizing Agencies and Chambers of Commerce Export Organization: Institutions involved in export Promotion: DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIM BANK, ECGC, EPCs, Commercial banks, Commodity Boards.

UNIT-V: Assessment of Prospects- Products and Markets:

Identification of new markets for Indian products, African Market, potential to enter into the SOUTH AFRICA, GHANA, KENYA, NIGERIA, UGANDA, MAIRITIOUS and TAMZANIA- Export potential of India, Latin America, an Analysis of US commercial office on India for investing in selected sector. Trade Blocks and Regional Economic Cooperation

TEXT BOOKS:

1. Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
2. Bhagvati J (ed), International Trade, Penguin Books, 2007.

References:

1. India's Trade statistics, published by CMIE and DGCIS.
2. RBI Annual Reports,
3. Annual Reports of Ministry of Commerce.
4. CA. Virendra K.Pamecha-A Guide to International Trade and Export Management-JAIN BOOK AGENCY,2014-15

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DE 12 G

BANKING, INSURANCE AND RISK MANAGEMENT (Open Elective-I) 3 0 3

UNIT I: Introduction to Banking Business:

Introduction to Banking sectors-History of banking business in India, Structure of Indian banking system: Types of accounts, advances and deposits in a bank new Dimensions and products- E-Banking, Mobile-Banking, Net Banking, CRM, cheque system and KYC System.

UNIT II: Banking Reforms and Regulations:

Banking regulation Act-1949, Reserve Bank of India Act-1934 Establishment of RBI, Functions and credit control system; Role of commercial banks and its functions. Banking sector reforms in India and deficiencies in Indian banking including problems accounts and Non- Performing Assets, monetary policy

UNIT III: Introduction to Insurance:

Introduction to insurance, Need and importance of Insurance, principles of Insurance, characteristics of insurance contract, branches of insurance and types of insurance; life insurance and its products: Role of Agents and brokers.

UNIT IV: Insurance Business Environment:

Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.

UNIT V: Introduction to Risk Management:

Introduction to Risk, meaning and types of risk in business and individual, Risk management process, methods: Risk identification and measurement, Risk management techniques; Non insurance methods.

TEXT BOOKS:

1. Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons, New Delhi.
2. Mark S. Dorfman: Risk Management and Insurance, Pearson, 2009.

REFERENCES:

1. Reddy K S and Rao R N: Banking and Insurance, Paramount publishers, 2013
2. Scott E. Harringam Gregory R. Nichanus: Risk Management & Insurance, TMH, 2009.
3. Geroge E. Rejda: Principles of risk Management & Insurance, 9/e, pearson Education. 2009.
4. G. Koteswar: Risk Management Insurance and Derivatives, Himalaya, 2008.

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LOGISTICS AND SUPPLY CHAIN MANAGEMENT

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DE 12 H

(Open Elective-I)

UNIT -I: Logistics and Competitive strategy:

Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance -Models in Logistics Management Logistics to Supply Chain Management – Focus areas in Supply Chain Management-Customer service and retention-Basic service capability Value added services

Case 1: The number 1 express carrier – A DHL case study.

UNIT -II: Measuring logistics costs and performance:

The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value -customer profitability analysis – direct product profitability – cost drivers and activity-based costing.

Case 1: Ford Motor company – six sigma initiatives streamline operations.

UNIT –III: Logistics and Supply chain relationships:

Benchmarking the logistics process and SCM operations – Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution – channel relationships –logistics service alliances

Case 1: General Motors de Mexico – Driving efficiency

UNIT -IV: Sourcing, Transporting and Pricing Products:

Sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation pricing and revenue management Lack of coordination and Bullwhip Effect -Impact of lack of coordination. -CRM –Internal supply chain management -.

Case 1: Keeping the Good Times rolling at crown premiums

Case 2: LUSH Showers U.S. Market with Enhanced Service

UNIT -V: Managing global Logistics and global Supply Chains:

Logistics in a global economy – views of global logistics-global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes –Global strategy –Global

purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management

Case 1: Managing the supply chain for globally integrated products – An Excel case study

TEXT BOOKS:

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.

REFERENCES:

1. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
2. Rahul V Altekari: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
3. Deepak P, Miiind M.Oka: “Supply Chain Management” Everest Publishing House, New Delhi,
4. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, New Delhi, 2012.

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MICRO SMALL MEDIUM ENTERPRISES MANAGEMENT

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DE 12 I

(Open Elective-I)

UNIT I: Introduction for Small and Medium Entrepreneurship (SME):

Concept & Definition, Role of Business in the modern Indian Economy, History of SMEs in India, Employment and export opportunities in MSMEs

UNIT II: Setting of SMEs':

Location of Enterprise – steps in setting – problems of entrepreneurs – sickness in SMI – Reasons and remedies – Incentives and subsidies – Evaluating entrepreneurial performance – Rural entrepreneurship – Women entrepreneurship.

UNIT III: Project Finance:

Source of finance – Institutional finance – Role of, LIC, SFC, SIPCOT and Commercial Bank–Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau – Approaching Institutions for assistance, role venture capital incubators angel investors.

UNIT IV: Management of MSE:

Management of Product Line; - Communication with clients; - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of SME.

UNIT V: MSME Policies and Emerging Trends in SMEs:

Central Government policies SME - and export promotion policy - the MSME development act, 2006. - Institutional Support mechanism in India, MSME act, credit guarantee act “Mudra” scheme, stand up and start up scheme.

TEXT BOOKS:

1. Small Business Entrepreneurship: Paul Burns & Jim Dew hunt, palgrave macmillan publishers.2010 edition.
2. Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives) Abha Jaiswal, 2010, Jain book agency.

Reference Books:

1. "Financing Micro, Small & Medium Enterprises 1st Edition" is written by K. Sudarsan. This book was published in the year 2010. This book has total of pp. xxii + 445 (Pages). The publisher of this title is Associated Publishers
2. Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects Stefano Gatti, Academic Press, 07-Nov-2007 - Business & Economics - 440 pages
3. Micro Small and Medium Enterprises in India Hardcover – 2013 by Suman Kalyan Chaudhury (Author) Publisher: Raj Publications (2013)

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MBA I year II-SEM

(UGC Autonomous)

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ANNUAL REPORT ANALYSIS LAB

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Approach: CMIE Prowess Database/DBIE database/ RBI/GOI/ANNUAL REPORT OF COMPANIES & MS-Excel.

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

Learning Outcome:

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

Analyze balance sheet of an organization.

Analyze profit and loss of an organization.

Analyze investment portfolio of the organization.

Analyze profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.

Forecast the future gaps in terms changing objectives of the organization.

EXERCISES

1. Analysis of profitability ratios.
2. Analysis of structural ratios.
3. Analysis of asset turnover ratios.
4. Analysis of liquidity ratios.
5. Analyze Growth, Stability and Stock Performance.
6. Read financial stability report.

SOURCES AND PRACTICES:

1. Global financial crises on YouTube
2. Ethics in banks
3. Monetary policy

TEXT BOOKS:

1. Sinha Gokul-Financial Statement Analysis-PHI 2014
2. Erich A. Helfert -Financial Analysis Tools and Techniques: A Guide for Managers-TMH ,2014

REFERENCE:

1. Robert M. Grant- Contemporary Strategy Analysis: Text and Cases-Wiley,2014
2. John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
3. Sarngadharan M. and Kumar S. Rajitha -Financial Analysis for Management Decisions-PHI
4. Gupta -Corporate Financial Analysis In A Global Environment , South-Western Pub
5. Fault line by Raghuram Rajan ;Who moved my interest rates by Dr. D. Subba Rao
6. Difficulty of being Guru charan das
7. **Visit Websites:** www.rbi.org.in, www.sebi.com, www.irda.com, www.amfi.com

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SUMMER INTERNSHIP SEMINAR

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Purpose: Aim of summer internship it to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Summer internship is to acquire practical knowledge by working in any organization. Through working for one to two months in any organization of their choice, students should learn how to do routine work related to the functional area of their interest.

Expected activity:

After summer learning internship students should be able to:

- Understand the product mix and strategies of the organization, structure of organization, reporting systems and general administration of the organization.
- Understand the organizational dynamics in terms of organizational behaviour, culture, competition, future strategies and change initiatives of the organization.
- Understand how to do the routine work related to job they prefer to do after MBA.

Approach to decide Summer Internship: Students should take covering letter/s, addressed to the organization/professional, before second mid of first semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA.

Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable

trusts, NGOs, Government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model.

Report & Presentation: A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains. Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.

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MBA I year II-SEM

(UGC Autonomous)

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PRODUCTION AND OPERATIONS MANAGEMENT

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UNIT-I: Introduction to Operations Management:

Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow Shop, Job Shop, Batch Manufacturing, The Project, Productivity, Strategic Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Gross Domestic Product and its impact, World Class Manufacturing.

UNIT-II: Product & Process Design and Analysis:

Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design- Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering – History, When to Apply, Function, Aims, Procedure, Advantages and Application Areas, Standardization: Procedure, Advantages, Application. Ergonomic Considerations in Product Design

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, Method of Transformation, 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 Problem, Extension of Johnson's rule, Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and

Machines Scheduling

UNIT-V: Materials Management:

Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Control - Inventory Decisions, Costs Trade Off, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Purchasing Management, Stores Management – Incoming Materials Control, Store Accounting, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

TEXT BOOKS:

1. K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012. Panneerselvam “ Production and Operations Management” PHI,2012
2. Dr.K.C. Arora , Production / Operations Management Universities Press, 2015 J.K, Sharma: Operations Research, Macmillian, 2015.

REFERENCES:

1. Ajay K Garg, Production and Operations Management, TMH, 2012
2. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.

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MBA II year I SEM

(UGC Autonomous)

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STRATEGIC MANAGEMENT

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UNIT-I: Strategic Inputs:

Introduction to Strategic Management-Strategic Management and Competitiveness-Technology and Technology change-Vision, Mission and Objectives-Strategic Leaders-Strategic Management process-The External Environment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Analyzing internal organization -Building Core Competencies-Value Chain Analysis, Outsourcing

Case 1: Bharti Airtel (Hitt & Ireland page no

Case 2: ITC Limited (Hitt & Ireland page no 30).

UNIT-II: Formulation of Strategic Actions:

Business level strategy-Effectively managing relationships with Customers- the purpose of Business strategy, Competitive Rivalry and Dynamics- a Model of Competitive Rivalry-Competitor Analysis-Drivers of Competitive actions and responses-Competitive rivalry and dynamics

Case 1: Bajaj Auto limited (Hitt & Ireland Page no 80).

Case 2: Coca cola Vs Pepsi in India (Hitt & Ireland page. no108)

UNIT-III: Corporate level Strategy:

Levels of Diversifications and reasons-Value creating diversifications, Strategic Acquisitions & Restructuring- Popularity of Mergers & Acquisitions strategies, problems in achieving Acquisition Success- Restructuring

Case 1: Foster's Group Diversification into the Wine Business (Hitt & Ireland Page 150)

Case 2: Merger and Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland page 154) Focus: Troubles in the Godrej – P & G Alliance (Hitt & Ireland page. no 223)

UNIT-IV: Global Strategy:

Identifying International Opportunities and international Strategies-Strategic competitive Outcomes and risk in an international Environment. Corporate Implications for strategy-Strategic Alliances- corporate level cooperative strategy, Competitive risk with Cooperative strategies.

Case 1: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Ireland page. no 176).

Case 2: Using Cooperative Strategies at IBM (Hitt & Ireland page 206)

UNIT-V: Structure and Controls with Organizations:

Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure Leadership Implications for Strategy- Entrepreneurial Implications for Strategy. Fundamental principles of Ethics, Professional Ethics, Ethics of Finance & Accounting professionals, Cyber crimes, Ethics & Human rights

Case 1: CISCO's Evolution of Strategy and Structure. (Hitt & Ireland page. no 256)

Case 2: Selecting a new CEO (Hitt & Ireland page no 282)

Case 3: The Continuing innovation revolution at Amazon: The kindle and E-books (Hitt & Ireland page 304)

TEXT BOOKS:

1. Hitt & Ireland and Manikutty," Strategic Management: A South Asian Perspective": Cengage Learning, 9e, 2012
2. Mital; Cases in Strategic Management; 3rd Edition, TMH, 2015.

REFERENCES:

1. Mason A Carpenter et al."Strategic Management: A dynamic Perspective" Pearson, 2e, 2012.

2. A Nag" Strategic Management: Analysis, Implementation & Control "Vikas Publishing house, 2012. Adrian & Alison" Strategic Management: Theory & Application" Oxford University Press, 2010.
3. C.L.Bansal, Business and Corporate Laws, 1/e, Excel Books, 2006

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MBA II year I SEM

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RESEARCH METHODOLOGY

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

UNIT-I: Research Methodology:

Overview of Research methodology-Research problems, Types of Research, Research process-Ethics in business research-limitations of social science research. Observation studies and research

UNIT-II: Design of Business research:

Research design an overview: Qualitative research Vs Quantitative Research, Types of research design, Validity of research design, Types of designs

UNIT-III: Data Collection Methods & Tools:

Primary Data, Secondary Data, designing questionnaire and Schedule of questions, Relevant cases and exercises Sampling methods: Random, Non-Random Techniques, Tabulation, interpretation and analysis of data

UNIT-IV: Measurement of scaling Techniques:

Introduction objectives Qualitative research Vs Quantitative measures, classification /types of measures characteristics/goodness of instruments/measurement of scales Errors in measurement. Types of scales /Techniques comparative and non-comparative scaling techniques guidelines for deciding scales

UNIT-V: Report writing & Bibliography:

Introduction, Objectives, format of a report, classification of the sectors of the report, PowerPoint presentations of the reports, Synopsis Vs main report, Footnotes, Importance of hypotheses and objectives in report writing, Types of reports, Report format, cover page, preliminary pages, main body,

appendices and bibliography, Importance of Excel and SPSS in report writing.

TEXT BOOKS:

1. Krishna Swamy, Sivakumar, Mathirajan-Management Research Methodology,Pearson,2014
2. R.Pannerselvam -Research Methodology-, PHI, 2014

REFERENCES:

1. T N Srivatsava, shailaja rego -Business research Methods-TMH,2014
2. Business research Methods -Donald R cooper, Pamela S Schindler William .G. Zikmund-
Business Research Methods_Thomson
3. Business Research Methods-SL Gupta , Hitesh Gupta

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MBA II year I SEM

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Seminar PERSONAL EFFECTIVENESS

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Students have to demonstrate:

- Effective and practical communication skills, tools, techniques
- Conscious awareness and commitment to personal accountability and integrity
- New and collaborative responses to conflicts and challenges
- Increased self confidence to take appropriate risks
- Renewed commitment and enthusiasm to fulfill professional and personal goals
- Skills to thrive during change and transition.

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MBA II year I SEM

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SEMINAR part A : BUSINESS BEST PRACTICES

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To enable students to understand the best practices followed by the organizations. By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices. By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next practices. The students may choose any of the following corporate practices or any other practices and study with reference to any company:

Balanced Score Card:

- Benchmarking.
- Career Planning
- Competency Mapping
- Capability Maturity Model
- People Capability Maturity Model (Level 5)
- Performance Management System
- Six Sigma
- Talent Management

Any other functional systems, policies, practices may also be considered for studying.

Report: A report of the best practice must be prepared with the help of the information available in the open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

Journals: Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

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MBA II year I SEM

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Seminar part B: SUCCESS STORIES OF EMERGING LEADERS

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SUCCESS STORIES OF EMERGING LEADERS

The students should understand from real life situations the motivating circumstances for a leader to emerge and the underlying passion and commitment for the causes to which the leader is fully committed. It also aims at understanding how the leader communicates his passion to others and make others motivated to the cause. The leader can be someone who excels in any domain such as science, medicine business, sport, art, literature or public life and belonging to contemporary period or very immediate future (emerging). The student should be able to understand

- The compelling circumstance that makes a leader
- The basic character that makes a strong leader
- The sustaining forces of leadership
- Leader- follower relations and dynamics
- Various types of leadership styles
- The process of evaluating leadership taking into account the strengths and weakness
- The art of expert critiquing

The student is expected to take up specifically instances of leadership that made some difference in a domain of his choice in the contemporary age, and after discussing with the Faculty Adviser concerned right at the beginning of the semester, start studying the leader of his choice as approved and make a detailed report for presentation at the seminar. At the seminar expert critiquing by fellow students and teachers must be encouraged for meaningful evaluation and feedback.

References: The student must look for specific references related to the story of his/her leader and must include in the report.

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MBA II year II SEM

(UGC Autonomous)

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ENTREPRENEURSHIP

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UNIT-I: Understanding Entrepreneurial Mindset:

The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Case1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

UNIT-II: The individual entrepreneurial mind-set and Personality:

The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations- Corporate Entrepreneurial Mindsetthe nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship

Case 1: Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228).

UNIT-III: Launching Entrepreneurial Ventures:

opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity process-Innovation and entrepreneurship-Methods to initiate Ventures- Creating new ventures- Acquiring an Established entrepreneurial venture- Franchising-hybrid disadvantage of Franchising.

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel, Page 48).

Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page48).

Case 3: Pets.com (Arya Kumar P.No. 88)

Case 4: creativity in start-ups (Arya Kumar P.No. 166)

Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)

UNIT-IV: Legal challenges of Entrepreneurship:

Intellectual property protection-Patents, Copyrights Trademarks and Trade secrets-Avoiding trademark pitfalls-Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation process-Feasibility criteria approach.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case 2: Tim Lockett, Knowing your Customers & Suppliers (Richard lundel Page128).

Case 3: Google (Arya Kumar P.No. 248)

Case 4: Tata Motors – Nano (Arya Kumar P.No. 279)

UNIT-V: Strategic perspectives in entrepreneurship:

Strategic planning-Strategic actions- strategic positioning-Business stabilization- Building the adaptive firms-Understanding the growth stage-Unique managerial concern of growing ventures

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452).

Case 2: Public Sector - address seed capital (David H.Holt, Page 453).

TEXT BOOKS:

1. D F Kuratko and T V Rao "Entrepreneurship- A South-Asian Perspective "Cengage Learning, 1/e, 2012.
2. Arya Kumar "Entrepreneurship- creating and leading an entrepreneurial organization" Pearson

2012.

REFERENCES:

1. Richard Blundel" Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
2. David H Holt" Entrepreneurship:New Venture Creation" PHI,2013.
3. Robert Hisrich et al "Entrepreneurship" 6th e, TMH, 2012.
4. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013

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MBA II year II SEM

(UGC Autonomous)

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MANAGEMENT OF TECHNOLOGY

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DE 22 B

***Students need Discounting Table and Statistical Table to solve problem**

UNIT – I: The Process of Technological Innovation:

The Need for a Conceptual Approach, Technological Innovation as a Conversion Process Factors Contributing to Successful Technological Innovation. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development-Techniques For Creative Problem Solving.

UNIT-II: Financial Evaluation of Research and Development Projects:

The Need for Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

UNIT -III: Research and Development:

Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

UNIT-IV: Technological Forecasting For Decision Making:

The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status.

UNIT -V: Transfer of Technology:

Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

TEXT BOOKS:

1. Tarek Khalil: Management of Technology—the Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2015.
2. V. K. Narayanan: Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.

REFERENCES:

1. Norma Harison and Samson: Technology management – Text and cases, TMH, 2015
2. Shane: Technology Strategy for Managers and Entrepreneurs, Pearson,2015.
3. Khandwala: Corporate Creativity, TMH, 2015.
4. Lucy C. Morse , Daniel L. Babcock : Managing Engineering and Technology (6th Edition),Person

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MBA II year II SEM	(UGC Autonomous)	L P C
	PRE SUBMISSION OF PROJECT SEMINAR	0
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Aim: The final project work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating research methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the project report.

Outcome of the process: The process of pre- submission seminar would enable the student to put across his work on the project for critical assessment and provide an opportunity to make any online corrections or incorporate suggestion for better and improved work.

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MBA II year II SEM

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COMPREHENSIVE VIVA

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Aim: - Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva *inter alia* will enable student to face any job interview and tests on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the subjects learnt in the entire programme of MBA.

Expected outcome: - The following outcomes are expected after the student successfully completes the process of Comprehensive Viva.

- 8 Firm grounding of fundamentals of core subjects of management.
- 9 The ability to put across the concepts with ease and good clarity.
- 10 The ability to use the theoretical framework to solve specific management problems.
- 11 Demonstrating one's competency in management subjects.

The student is expected to face questions on any core subjects of management as well as all the subjects of his/her specific stream of elective and provide answer convincingly.

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MBA II year II SEM

(UGC Autonomous)

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PROJECT

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The student is expected to do a project in a research topic, specialization or Industry of his choice for the period allotted for the purpose under the academic calendar and submit a report on the same to the college. There will be internal guide and an external guide to oversee the project being done by the student. The topic can be from any specialization or a cross disciplinary in nature. The topic and the institution where the project is done, needs to be approved by the HOD. The 8th course is MBA project for 100 marks, out of which 25 are internal and 75 are external and students are expected to complete the project within the time frame.

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MBA II year I SEM

(UGC Autonomous)

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CONSUMER BEHAVIOR

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DE 21 M1

(Marketing Elective)

UNIT-I: Understanding Consumer Behaviour:

Defining consumer behaviour, Why to study 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.

Case: Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter. Page no: 514-515)

UNIT-II: Environmental Influences on Consumer behaviour:

Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

Case 1: Fashion label- 'Gini & Jony' (Suja R.Nair ,page no 351-352)

Case 2: Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, page no 293-297)

Case 3: Nescafe Instant Coffee (Ramanuj Majumdar page no 311-316)

UNIT-III: Consumer as an Individual:

Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

Case 1: Titan watches (Ramanuj Majumdar, page no 303- 306)

Case2 : Handling of down-age syndrome (Suja R.Nair , page no 227-228)

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.

Case 1: Mac Vs. Pc (Michael R.Solomon page no 330-331)

Case 2: The story of Innovation of single car key to replace multiple car keys

(Ramneek Kapoor page no 269)

UNIT-V: Consumerism and Ethics:

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

Case: Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400-401)

TEXT BOOKS:

1. David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.
2. S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.

REFERENCES:

3. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2015.
4. Ramneek kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
5. Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
6. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.

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MBA II year I SEM

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SALES AND DISTRIBUTION

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DE 21 M2

(Marketing Elective)

UNIT-I: Introduction to Sales Management:

Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

Case 1: Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still)

Case 2: United air flow manufacturer of household appliances sales persons job. (Richard R.Still)

UNIT-II: Sales Planning and Budgeting:

Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

Case1: Augsberg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still)

Case2: Midland office engineering, establishment of sales budgeting program, (Richard R Still)

UNIT-III: Sales Force Management:

Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

Case: 1 Adjusting Compensation Plan to Motivate Sales Representatives (K.Sridhara Batt,)

Case: 2 Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt,)

UNIT-IV: Introduction to Distribution Management :

Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

Case: 1 Fed Ex's Value Chain Solutions, (K.Sridhara Batt)

Case: 2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev)

UNIT-V: Managing Channel Institutions :

Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Case: 1 Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, Vasant)

Case: 2 Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad)

TEXT BOOKS:

1. Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2nd ed, TMH, 2011.
2. Richard Still, Edward Cundiff, Norman Govoni, Sales & Distribution Management, 5th ed, Pearson 11.

REFERENCES:

1. Tapan K. Panda, Sunil Sahadev Sales and Distribution Management, 2nd edition Oxford.
2. S.L. Gupta, M.K. Rampal, Cases in Sales and Distribution Management, HPH, 09.
3. K.Sridhara Bhat, Sales and Distribution Management, 1st, HPH, 2011.

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MBA II year I SEM

(UGC Autonomous)

L P C

INTEGRATED MARKETING COMMUNICATION

3 0 3

(Marketing Elective)

DE 21 M3

UNIT-I: Understanding Integrated Marketing Communication:

Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

Case 1: Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

UNIT-II: 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.

Case 1: The Premium Milk Food Private Ltd. (Kruti Shah page no 820)

Case 2: Archias, Advertizing (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

UNIT-III: 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.

Case 1: Tata Salt (Part I,II,III) (Kruti Shah page no 282,284,310- 311,367-372)

UNIT-IV: 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.

Case 1: Amul taste of India (Kruti Shah page no 793)

Case 2: Rasha Prankees promotion (Kruti Shah page no 600)

UNIT-V: 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.

Case 1: Surrogate advertising (Jai shri Jethwaney page no 475 480)

Case 2: The Unilever experience (Jai shri Jethwaney page no 606)

TEXT BOOKS:

1. Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.
2. Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.

REFERENCES:

1. George E Belch, Michael A Belch , Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2015.
2. Semenile , Allen, O Guinn , Kaufmann, Advetising and Promotions, An Integrated brand approach, Cengage, 6th edition , 2012.
3. SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3rd edition , Excel Books, 2011.

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MBA II year II SEM

(UGC Autonomous)

L P C

INTEGRATED MARKETING COMMUCATION

3 0 3

(Marketing Elective)

DE 22 M4

UNIT-I: Introduction to Retail Management :

Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

Case1: The Classic story.(Aditya page no 283)

Case 2: The Panwallah. (Aditya Prakash page no 287)

UNIT-II: Understanding Shoppers & Shopping :

Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

Case 1: Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474)

Case2: Changing Indian Consumers. (Aditya page no 258)

Case3: Tanishq. (Suja Nair page no 440)

UNIT-III: Delivering Value though Retail Functions :

Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

Case 1: Nirula's. (Suja Nair Page no 448)

Case 2: Hot Breads. (Suja Nair page no 452)

Case 3: McDonalds India. (Suja Nair page no 459)

Case 4: Automobile and Niche Marketing (Dr. Harjit Singh page no 417)

UNIT-IV: Pricing & Supply Chain Management :

Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain- supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

Case 1: Café Coffee Day. (Suja Nair page no 434)

Case 2: Shoppers stop. (Suja Nair page no 470)

UNIT-V: Retail Buying & Managing Retail Operations:

objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, buyer-responsibilities, merchandising & assortment plans-merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers.

Case 1: Godrej and Boyee's. (Suja Nair page no 466)

TEXT BOOK:

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
2. Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2015. Suja Nair, Retail Management, Himalaya Publication House, 2012.

REFERENCES:

1. Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.

2. Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015.
3. Dr. Harjit Singh, Retail Management a global perspective text and cases, S. Chand, 2011.

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MBA II year II SEM

(UGC Autonomous)

L P C

SERVICES MARKETING (Marketing Elective)

3 0 3

DE 22 M5

UNIT-I: Foundations of Service Marketing:

What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

Case 1: The **UNITed** Indian Bank (Govind Apte Page no 55-56)

Case 2: Online air travel: Expedia, Orbitz and Travelocity lead the pack (John E.G.)

UNIT-II: Focus on the Consumer:

Consumer behaviour in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

Case1: The Crestwood Inn, (John E.G.Bateson Page no 320-321)

Case 2: Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

UNIT-III: Aligning Service Design and Standards:

Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

Case 1: Physical evidence a case of KF. (Vinnie Jauhari Page 236-238).

Case 2: IT Trainers Limited. (Govind Apte Page no 186).

UNIT-IV: Delivering and Performing Service:

Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

Case 1: Relationship between Employee satisfaction, Customer satisfaction and market share: The case Of Hewlett-Packard, (Vinnie Jauhari Page 336)

Case 2: Total Assurance Ltd. (Govind Apte Page 207-208).

UNIT-V: Managing Service Promises:

Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions.

Case 1: Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

TEXT BOOKS:

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015
2. **Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.**

REFERENCES:

1. John E.G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, Fourth Edition, 2012.
2. Harsh V. Varma: Services Marketing text and cases, Pearson, Second edition, 2012.
3. Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University

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MBA II year II SEM

(UGC Autonomous)

L P C

INTERNATIONAL MARKETING

3 0 3

(Marketing Elective)

DE 22 M6

UNIT-I: Introduction to International Marketing:

Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets.

Case: 1 Starbucks –going Global fast. (Philip, John, Prashant Text)

UNIT-II: Environment of Global Markets:

Types: Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Case: 1 IKEA Catalogue. (Svend & Madhurima -Pearson page no 242)

Case: 2 Mc. Donalds and obesity. (Philip John Prashant Text)

UNIT-III: Assessing Global Market Opportunities:

Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

Case: 1 Reliance Entertainment (Svend & Madhurima, Pearson page no 312)

Case: 2 Mahindra & Mahindra (Svend & Madhurima,Pearson page no 356)

Case: 3 IMAX corporation (Svend & Madhurima, Pearson page no 412)

UNIT-IV:Developing Global Market strategies:

Segmentation product & services decisions for consumers and Business: Marketing channels and

Distribution, Promotion Strategies, Pricing strategies.

Case: 1 Harley-Davidson:-Price level (Svend & Madhurima,pearson page no 510)

Case: 2 Mc Donalds Great Britain –the Turnaround (Text page no 793)

UNIT-V: Implementing Global marketing strategies:

Negotiation with customers and selection method, E-Marketing channels organization & controlling of the global marketing programme.

Case: 1 NTT DOCOMO (Svend & Madhurima,Pearson page no 709)

TEXT BOOKS:

1. Philip.Cateora, John. graham, Prashant Salwan, International Marketing -15th ed– TMH-2011.
2. Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010.

REFERENCES:

1. *Rajagopal –International Marketing-2nd Edition –Vikas -2011*
2. Justin Paul, International Marketing – Text and Cases, TMH, 2015.
3. Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition- Oxford-2011.
4. Francis Cherunilam- International Marketing-12th Edition-HPH-2012.

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MBA II year I SEM

(UGC Autonomous)

L P C

STRATEGIC MANAGEMENT ACCOUNTING

3 0 3

(Finance Elective)

DE 21 F1

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. An introduction to 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.

TEXT BOOKS:

1. Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012
2. S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Pub, New Delhi, 2006.

REFERENCE:

1. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, NDelhi, 4/e, 2007.
2. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
3. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
4. Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006

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MBA II year I SEM

(UGC Autonomous)

L P C

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

3 0 3

(Finance Elective)

DE 21 F2

UNIT I: Investments:

Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.

UNIT II: Security Analysis:

Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

UNIT III: Analysis and Valuation of Bonds:

Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.

UNIT IV: Equity Valuation Models:

Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

UNIT V: Portfolio Management:

Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio-Markowitz Model, Capital

Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return. Performance of Portfolio – Meaning – Models - Jenson’s Model. Sharpe’s Model and Trynor’s Model – Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

TEXT BOOKS:

1. William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments Prentice Hall, 2012.
2. Donald E, Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.

REFERENCES:

1. Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.
2. R.J.Fuller and J.L.Farrel, Modern Investments and Security Analysis, McGraw Hill Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
3. Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management, 7/e Thomsom Publications, 2006.

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MBA II year I SEM

(UGC Autonomous)

L P C

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

3 0 3

(Finance Elective)

DE 21 F3

UNIT I: Introduction:

The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms after 1991 - Regulatory and Promotional Institutions: Functions and Role of RBI, Role and functions of SEBI, performance of Non-Statutory Financial Organizations: IFCI, IRBI, NABARD, SIDBI and SFCs.

UNIT II: Banking Institutions:

Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition,

Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Exchange rates, Lending/ Deposit rates; Co-operative Banks - Role, Govt. initiatives to strengthen Co-operative Banks.

UNIT III: Non Banking Financial Institutions:

Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI. Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Bancassurance, Role of IRDA, Challenges faced by Insurance Sector.

UNIT IV: 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 Market – Organization and Structure, Listing, Trading and Settlement, SEBI and Regulation of Primary and Secondary Markets.

UNIT V: Asset/Fund Based Financial Services:

Lease Finance, Consumer Credit and Hire purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory services: Stock Broking, Credit Rating.

TEXT BOOKS:

1. L.M. Bhole: Financial Institutions and Markets, TMH, 2009.
2. E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Pub, 2013.

REFERENCES:

1. Pathak: Indian Financial Systems, Pearson, 2009
2. M.Y. Khan: Financial Services, TMH, 2009.
3. S. Gurusamy: Financial Services and System, Cengage, 2009
4. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.

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MBA II year II SEM

(UGC Autonomous)

L P C

(Finance Elective)

DE 22 F4

UNIT-I: Investment decisions under conditions of Risk and uncertainty:

Concepts of 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. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.

UNIT-II: Types of Investments and disinvestments:

Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

UNIT-III: Critical analysis of appraisal techniques:

Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

UNIT-IV: Strategic Analysis of selected investment decisions:

Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

UNIT-V: Financing Decisions:

Mergers and Acquisitions Basic Issues, Strategy , Diversification and Mergers and Acquisitions , Theories of Mergers, Types of Mergers ,Cost of Mergers , Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

TEXT BOOKS:

1. Ravi M Kishore "Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012

REFERENCES :

1. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
2. I.M. Pandey: Financial Management, Vikas 2012.
3. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
4. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

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MBA II year II SEM

(UGC Autonomous)

L P C

INTERNATIONAL FINANCIAL MANAGEMENT (Finance Elective)

3 0 3

DE 22 F5

UNIT-I: International Financial Management:

An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

UNIT-II: International Flow of Funds:

Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT-III: Foreign Exchange Market:

Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

UNIT-IV

a) Exchange Rates:

- b) Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.
- c) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

UNIT-V Asset–liability Management:

Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

TEXT BOOKS:

1. Jeff Madura: International Corporate Management, Cengage, 2012.
2. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012

REFERENCE:

1. Sharan.V: International Financial Management 5Th Ed.PHI2012
2. Madhu Vij: International Financial Management, Excel, 2012.
3. Ephraim Clark: International Finance, Second Edition, Thomson. P.G.Apte: International Financial Management, TMH 2012.

J.B.INSTITUTE OF ENGINEERING & TECHNOLOGY**MBA II year II SEM****(UGC Autonomous)****L P C****FINANCIAL DERIVATIVES****3 0 3****(Finance Elective)****DE 22 F6****UNIT-I: Introduction to Derivatives:**

Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

UNIT-II: Future and Forward Market :

structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using

futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

UNIT-III:

- a) **Options** – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.
- b) **Basic Option Strategies**, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

UNIT-IV: Commodity Market Derivatives:

Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer : M.Ranganatham & R.Madhumathi)

UNIT-V: Swaps :

Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

TEXT BOOKS:

1. John C Hull: Options, Futures and other derivatives, Pearson, 2012.
2. Robert A Strong: Derivatives – An Introduction, Thomson, 2012
3. Gupta: Financial Derivatives, PHI 2012

REFERENCES:

1. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
2. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
3. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

J.B.INSTITUTE OF ENGINEERING & TECHNOLOGY

MBA II year I SEM

(UGC Autonomous)

L P C

PERFORMANCE MANAGEMENT

3 0 3

(HR Elective)

DE 21 H1

UNIT-I: Performance Management and reward systems in context:

Performance Management process, Performance Management strategic planning.

Case 1: Performance Management at Network Solutions,Inc (Herman Aguinis page no 26)

Case 2: Performance Management at the University of Ghana (Herman Aguinis page no 48)

UNIT-II: Defining performance and choosing a Measurement Approach:

Measuring Results and Behaviours. Gathering performance Information, Implementing a performance Management System.

Case 1: Accountabilities, Objectives and Standards (Herman Aguinis page no 115)

Case 2: Evaluating the appraisal form used by a Grocery Retailer ((Herman Aguinis page no 145)

UNIT-III: Performance Management and employee development:

Performance Management skills

Case 1: Implementation of 360 degree feedback system at Ridge intellectual (Herman Aguinis 204)

Case 2: Was Robert Eaton A Good Coach (Herman Aguinis page no 233)

UNIT-IV: Reward Systems and legal issues:

Managing Team performance.

Case 1: Possible Illegal Discrimination at Tractors, Inc. (Herman Aguinis page no 265)

Case 2: Team Performance Management at Duke University Health systems. (Herman Aguinis no 283)

UNIT-V: Relevant Performance related concepts:

Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

Case 1: BHEL, EVA Incentive Schemes: (B D Singh page no 589)

Case 2: The TCS Approach and experience (B D Singh page no 601)

Case 3: NTPC Performance Management System (B D Singh page no 632)

Case 4: Performance Management system (PMS) at Bharti Telecom (B D Singh page no 663)

TEXT BOOKS:

1. Herman Aguinis, " Performance Management" Pearson, 2012.
2. Lance A Berger & Dorothy R Berger " The Talent Management Hand Book" 2nd edTMH, 2015.

REFERENCES

1. B D Singh, " Performance Management System- a holistic approach" excel Books, 2010
2. Prem Chadha "Performance management" Macmillan, 2012.
3. Srinivas K Kandula "Performance Management" PHI, 2010.
4. R K Sahu : Performance Management System, Excel, 2015.

J.B.INSTITUTE OF ENGINEERING & TECHNOLOGY

MBA II year I SEM

(UGC Autonomous)

L P C

TRAINING FOR DEVELOPMENT (HR Elective)

3 0 3

DE 21 H2

UNIT-I: Training in organizations:

Trends in training, Career **opportunities** in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning

process.

Case 1: Taking Charge at Domtar : What it takes for a turnaround? (Nick Blanchard)

Case 2: LG Electronics ((Nick Blanchard)

Case 3: The wilderness training lab((Nick Blanchard)

UNIT-II: Need Analysis and Training design:

The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory.

Case 1: Developing a training package at west-can (Nick Blanchard)

Case 2: The Training program (Fabrics Inc.) (Nick Blanchard)

UNIT-III: Training methods:

Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

Case 1: Training & Development at Godrej. (Nick Blanchard)

UNIT-IV: Implementation & Evaluation of Training:

Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation.

Case 1: Jack goes to training. (Nick Blanchard)

Case 2: Training designed to change behavior and attitude. (Nick Blanchard)

UNIT-V:Areas of organizational Training:

Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

Case 1: The competent employee. (Nick Blanchard)

TEXT BOOKS:

1. P.Nick Blanchard, James W. Thacker, A.Anand Ram, " Effective Training" 4e, Pearson, 2012.
2. Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.

REFERENCES:

1. Rolf Lynton, Uday Pareek "Training for Development" Sage, 2012.
2. Jean Barbazette-Training Needs Assessment: Methods, Tools, and Techniques- Wiley,2014
3. Raynold A. Svenson-The Training and Development Strategic Plan Workbook- PHI- 2014
4. John Pulparampil- Training for Development-Thompson publications-2014

J.B.INSTITUTE OF ENGINEERING & TECHNOLOGY

MBA II year I SEM

(UGC Autonomous)

L P C

MANAGEMENT OF INDUSTRIAL RELATIONS

3 0 3

(HR Elective)

DE 21 H3

UNIT-I: Industrial Relations:

Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union, Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices:

Case 1: Let us get back to work (p.no. 720, C.B.Mamoria)

Case 2: A case of complicated multi-union manoeuvres (J.A. Kulkarni)

UNIT-II: Settlement of Disputes:

Role of state Dispute Settlement Machinery and its instruments, Legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure.

Case 1: Stop the shouting game please (p.no. 760, C.B.Mamoria)

Case 2: The dish ends ltd. (p.no.07, J.A. Kulkarni)

UNIT-III: Collective Bargaining:

Conciliation, Arbitration, Adjudication, The Industrial Dispute Act 1947, Labour Welfare work, Labour Welfare officer, Worker's Participation.

Case 1.who is to be blamed (p.no. 685, C.B.Mamoria)

UNIT-IV:WAGE ACTS:

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act,1965

Case 1: Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria)

UNIT-V: ACTS:

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change. **Case 1:** Organizations and unions working as partners (p.no. 738, C.B.Mamoria)

TEXT BOOKS:

1. Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House.2012.
2. C.B.Mamoria, VSP Rao "personnel management- text & cases", Himalaya Pub 15th edition, 2012.

REFERENCES:

1. J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, " case studies in amangement", pearson, 2011.
2. Padhi " Labour and Industrial Relations" PHI, 2012.
3. Arun Monappa,Ranjeet Nambudiri,Selvaraj " Industrial Relations and Labour Laws", TMH,2012
4. Ratna Sen "Industrial Relations-Text and cases "Macmillan Publishers,2011.

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MBA II year II SEM

(UGC Autonomous)

L P C

COMPENSATION & REWARD MANAGEMENT (HR Elective)

3 0 3

DE 22 H4

UNIT-I: The Pay Model Strategy:

The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures.

Case1: So you want to lead an orchestra (George T Milkovich page no 72)

Case 2: Job Evaluation at whole foods (George T Milkovich page no 125)

UNIT-II: Defining Competitiveness:

Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans.

Case 1: Burger Boy(George T Milkovich page no 249)

Case 2: Incentives in the club House(George T Milkovich page no 279)

UNIT-III: Performance Appraisals:

Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits.

Case 1: Merit pay: Making policies and practices that work (George T Milkovich page no 319)

UNIT-IV: Compensation of Special Groups:

Union role in wage and Salary administration. International pay systems.

Case 1: Compensation of special groups (George T Milkovich page no 443)

Case 2: Coke and IBM(George T Milkovich page no 491)

UNIT-V: Government and legal issues in compensation Public sector pay Management:

Making it work.

Case 1: Communicating by copier(George T Milkovich page no 575)

TEXT BOOKS:

1. George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH,2015.

2. B D Singh "Compensation and Reward Management" Excel books,2012

REFERENCE:

1. Joseph J.Martocchio "Strategic Compensation" Pearson, 2012.
2. Kanchan Bhatia "Compensation Management" Himalaya, 2012.
3. Henderson "Compensation Management in a Knowledge Based World" 3e, Pearson, 2012.
4. Michale Armstrong" Employee Reward" University Press, 2012.

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L P C

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

3 0 3

(HR Elective)

DE 22 H5

UNIT – I: Introduction to IHRM:

Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

UNIT – II: International Recruitment and Selection:

Approaches to international Recruitment- ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments

IHRM practices – USA, UK, Japan and India a comparative study

UNIT – III: Managing HRM In Virtual Organization, Globalization & HRM:

Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage& Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR

UNIT-IV: IHRM Model of India:

Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global

managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

UNIT-V: Special Issues in IHRM:

Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of IT on Human Resource Management- IT and HR- out sourcing HR- Globalization, Quality of Work life and productivity-Reorienting work force through HR Interventions – Women expatriates and their problems – Exit policy and practices – Impact on participative Management and Quality circles.

TEXT BOOKS:

1. N. Sengupta&Mousumi, S.Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi

REFERENCES:

1. Edwards - International HRM, Pearson Education.
2. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
3. P. Subba Rao, International Human Resource Management Himalaya Publishing House Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
4. Charles M. Vance, Managing a Global Workforce, challenges and **opportunities** in IHRM PHI- Private Ltd, New Delhi – 2007

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L P C

LEADERSHIP AND CHANGE MANAGEMENT

3 0 3

DE 22 H6

(HR Elective)

UNIT – I:Introduction and Skills approach to leadership:

Definition, Components of Leadership, trait approach to leadership, strengths, criticisms, applications, Skills approach to leadership-Ohio state studies, Michigan studies, Blake and Mouton's Leadership Gird, strengths, criticisms, applications.

Case 1: Developing a leadership pipeline at Infosys (p.no. 27 P.C.Reddy)

Case 2: Fostering young leaders (p.no. 48, Uday kumar)

UNIT – II: Contingency Leadership:

Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, Path-Goal Theory, strengths, criticisms, applications

Case 1: Charismatic leadership & motivation in ABC Ltd. (p.no. 31 P.C.Reddy)

UNIT – III: Transformational Leadership:

A model of Transformational Leadership, How does Transformational Leadership defined, Strengths, Criticisms, applications, Servant Leadership, Definition, ten characteristics of Servant Leader, Historical Basis, strengths, criticisms, applications

Case 1: Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

UNIT – IV: Organizational design and change:

strategic level change, Group and team level change, and Individual level change. Organizational Structure, Organizational Culture and Management of Change; Change communication, resistance to change, Organizational learning, power, politics and Organizational change, Ethics and Managing Change, Change Agents and Agency

Case 1: Restructuring at Flexco (Adrian page no 57)

Case 2: Cultural change at Dupont Nylone (Adrian page no 65)

UNIT – V: Employee Relations and Managing Change:

The Management of Change, Technological Change. Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change.

Case 1: Reward Management at Midland Main Line - Strategic Reward Management

(Adrian page no 191).

Case 2: Downsizing at Energy Co (Adrian page no 268)

Case 3: Evaluating a possible change to training methods at telesales Incorporated (Adrian page no 300)

TEXT BOOKS:

1. Peter G. Northouse "Leadership: Theory & Practices" Sage Publications, 2012.
2. Mark Hughes, "Managing Change – a critical perspective", Universities Press, 2011.

REFERENCES:

1. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders "Managing change", Pearson, 2011.
2. Richerd L. Hughes, Leadership, 6th Edition, Mc. Graw Hill, New Delhi
3. Uday kumar Haldar, "leadership & team building", Oxford, 2011
4. ary Yukl , "Leadership in Organizations" Pearson, 2012.

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MBA II year I SEM

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L P C

BUSINESS INTELLIGENCE

3 0 3

(Systems Elective)

DE 21 S1

UNIT-I: 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.

Case Study: 1 (Efraim Turban Pg no 26 & 107).

UNIT-II: 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.

Case Studies: 2 (Efraim Turban.Pg no 125).

UNIT-III: 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.

Case Studies: 3 (Efraim Turban.Pg no 228)

UNIT-IV: Business Rules:

the value proposition of business rules-Business rules approach-Business rule system-sources of business rules and management approach.

UNIT-V: Business intelligence implementation:

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

TEXT BOOKS:

1. **Efraim Turban et al. "Business Intelligence" 2e, Pearson Education, 2012.**
2. David Loshin "Business Intelligence" 2e, Elsevier, 2012.

REFERENCES

1. Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2012.
2. Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH, 2011.
3. Nina Godbole & Sunit Belapure " Cyber Security" Wiley india 2012.
4. Jawadekar, MIS Text and Cases, TMH, 2012.

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MBA II year I SEM

(UGC Autonomous)

L P C

DATABASE MANGEMENT SYSTEMS (Systems Elective)

3 0 3

DE 21 S2

UNIT-I: Managing Data:

Individual Data Management, Organizational Data Management, Components of Organizational Memory, Evaluation of Database Technology File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

UNIT-II: Database Systems in the Organizations:

Data Sharing and Data Bases – Sharing Data Between Functional **UNITs**, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLCC)

UNIT-III: Risks and Costs of Database:

Organizational Conflicts – Development Project Failures – System Failure – Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture

UNIT-IV: Data warehousing Introduction:

What is a Data warehouse, who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts. The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and

Summarization, Meta Data – Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.

UNIT-V: Analyzing the Contexts of the Data warehouse:

Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use. Constructing A Data warehouse System: Stages of the Project - The Planning Stage – Justifying the Data warehouse – Obtaining User Buy-in – Overcoming Resistance to the Data warehouse – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage – The Data warehouse Data Base – The Analysis Architecture – Data warehouse Hard Ware.

TEXT BOOKS:

1. Richard T Watson: Data Management Data Bases and Organisations, 5/E , Wiley – India, 2006
2. Berson Smith, Data Warehousing, Data Mining 7 OLAP, TMH, 2007

REFERENCES:

1. Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts
Pearson Education
2. Sivanandam, Data Mining Techniques and Tasks, Thomson, 2006
3. Gary W Hansen, James V Hansen: Data Base Management and Design, 3E, PHI – 2006
4. Michael J.A. Berry, Gordon S.Linoff, Data Mining Techniques, 2/e, Wiley -India, 2005.

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(UGC Autonomous)

L P C

DECISION SUPPORT SYSTEM

3 0 3

(Systems Elective)

DE 21 S3

UNIT-I: Introduction to Decision Support System (DSS) :

How DSS evolved- DSS Benefits-Systems, Information Quality and Models-Dataflow diagram Information quality- Types of DSS- DSS hierarchy- Generalizing DSS categories.

UNIT-II: Building and implementing DSS:

DSS on the center corporate systems- Internet and client/ Server computing in DSS- DSS on standalone system-Choosing a DSS Hardware environment.

UNIT-III: DSS software tools:

Standard Package-specialized tools and Generators-Programming language for DSS- Building DSS- DSS development process-Project development participants-Overcoming Resistance of Change- Models in DSS

UNIT-IV: Group Decision Support System:

Why group DSS? –Group Vs Individual activities-Media richness and Task Types-Types of Group DSS- Group DSS in use today- Group ware products.

UNIT-V: Data Warehousing:

What is DW-DW concepts - The DW database-Database structure-Getting the data into the data warehouse- Metadata.

TEXT BOOKS:

1. **Efrem G.Mallach**” **Decision Support and Data Warehouse Systems**” **TMH,2012**
2. Efraim Turban “Decision Support and Business Intelligence Systems” Pearson, 2012.

REFERENCES:

1. Dhiraj Sharma: Foundations of I T, Excel, 2015.
2. Nina Godbole & Sunit Belapure “Cyber Security” Wiley india 2012.
3. Jawadekar, MIS Text and Cases, TMH, 2012.
4. r Milind M Oka “Cases in Management Information system ‘Everest, 2012.

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L P C

E-BUSINESS

3 0 3

(Systems Elective)

DE 22 S4

UNIT-I: Electronic Business:

Understanding new Internet Economy and Business-E-business an e-commerce-Features of E-Business- Advantages of E-Business- Business Environment-Establishing E-Business

Case: Barnes & Noble and Amazon. Com (Ref 1- Kulkarni).

UNIT-II: E-Business Models:

E-Business Structure- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models

Case 1: B2C model at Aradhana Tours. (Ref 1 Kulkarni)

UNIT-III: Creating E-Business plans:

Software programs to create a business- Phases /Aspects of E-Business- e-Marketing and sales Strategies-website and portal management.

Case" FLOP (ref 1: Kulkarni)

UNIT-IV: E-Business Applications:

Charactersttics o E-Business applications-Project palming approach for E-Business applications- Application Integration- application in various domains

Case Nokia (Ref 1 Kulkarni)

UNIT-V: Securing your e-business:

risk Management- business continuity planning-Network and web site security-web site Defacement- Security audit and Penetration Testing.

Case: Asmi Agencies-e-market (Ref 1 Kulkarni)

TEXT BOOKS:

1. **Kulkarni et al. "E-Business" Oxford, 2012.**
2. Dave chaffey, e-business & e- commerce management- strategy, implementation and practice, 5th edition, Pearson, 2015.

REFERENCES:

1. Napier et al "Creating a Winning E-Business" Cengage, 2012.
2. Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2015.
3. Elias M Awad, Electronic Commerce, PHI,2012
4. awadekar, MIS Text and Cases, TMH, 2012.

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L P C

CYBER SECURITY

3 0 3

(Systems Elective)

DE 22 S5

UNIT-I: Cyber crime:

Mobile and Wireless devices-Trend mobility-authentication service security-Attacks on mobile phones-mobile phone security Implications for organizations-Organizational measurement for Handling mobile-Security policies and measures in mobile computing era.

UNIT-II: Tools and methods used in cyber crime:

Proxy servers and Anonymizers- Phishing- Password cracking-Key loggers and Spy wares-Virus and worms-Trojan Horse and Backdoors-Steganography-SQL Injection-Buffer overflow-Attacks on wireless network

UNIT-III: Understanding computer forensic:

Historical background of cyber forensic-Forensic analysis of e-mail-Digital forensic life cycle-Network forensic-Setting up a computer forensic Laboratory-Relevance of the OSI 7 Layer model to computer Forensic-Computer forensic from compliance perspectives.

UNIT-IV: Forensic of Hand –Held Devices:

Understanding cell phone working characteristics-Hand-Held devices and digital forensic- Toolkits for Hand-Held device-Forensic of I-pod and digital music devices-Techno legal Challenges with evidence from hand-held Devices.

UNIT-V: Cyber Security:

Organizational implications-cost of cybercrimes and IPR issues-Web threats for organizations: the evils and Perils-Social media marketing-Security and privacy Implications-Protecting people privacy in the organizations-Forensic best practices for organizations.

TEXT BOOKS:

1. Nina Godbole & Sunit Belapure "Cyber Security", Wiley India, 2012.
2. Harish Chander, "cyber laws & IT protection", PHI learning pvt.ltd, 2012.

REFERENCES:

1. Dhiren R Patel, "Information security theory & practice", PHI learning pvt ltd, 2010.
2. MS.M.K.Geetha & Ms.Swapne Raman "Cyber Crimes and Fraud Management, "MACMILLAN, 2012.
3. Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2015.
4. Vivek Sood, Cyber Law Simplified, TMH, 2012.

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(UGC Autonomous)

L P C

INFORAMTION SYSTEM CONTROL AND AUDIT

3 0 3

(Systems Elective)

DE 22 S6

UNIT-I: Audit and review the role of Information Technology:

Audit standards-Importance of audit standard independence- AICPA proannouncmenet- The need for IT audit function- role of the IT auditor-Legal implications.

UNIT-II: Audit process in a information Technology Environment:

Risk Assessment-Audit budget- Objectives and context-preliminary review-Field-work and implementating audit Methodology-Documenting results.

UNIT-III: Computer Assistance Audit tools:

Auditor productivity tools-Flowcharting Techniques-Flowcharting an Analytical tool- Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic

UNIT-IV: Managing IT audits:

Establish a career development and planning-Evaluating IT audit quality- criteria for IT audit quality-IT auditing in new millennium-code of ethics and professional standards-Private industry-Management consultancy.

UNIT-V: Strategy and standards for Auditing:

Strategic planning- communication- demand management-Architecture and standards- Business architecture- application and information architecture-Architecture functions.

TEXT BOOKS:

1. Sandra Senft & Fredrick "Information Technology Control and Audit "CRC Press, 2012.
2. D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and chelists from the banking industry, TMH, 2008.

REFERENCES:

1. Nina Godbole & Sunit Belapure "Cyber Security" Wiley India 2012. Jawadekar, MIS Text and Cases, TMH, 2012.
2. Dr Milind M Oka "Cases in Management Information system 'Everest, 2012.
3. ubash Chandra Das-Management Control Systems : Principles and Practices-PHI,2014

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