

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**

**Course Structure and Detailed Syllabi (2017-18 onwards)**

**Master of Business Administration**

**MBA III Semester**

S.No	Course code	Subject	Th	Lab/Study	Credits
1.	17E00301	Business Ethics & Corporate Governance	4	-	4
2.	17E00302	Green Business Management	4	-	4
3.	17E00303	Entrepreneurship Development	4	-	4
4.		Elective I	4	-	4
	17E00304	Cost and Management Accounting			
	17E00305	Product and Brand Management			
	17E00306	Human Resource Development			
	17E00307	Mobile Commerce			
5.		Elective II	4	-	4
	17E00308	Financial Institutions and Services			
	17E00309	Consumer Behavior			
	17E00310	Labor laws and Legislation			
	17E00311	Supply Chain Management			
6.		Elective III	4	-	4
	17E00312	Investment and Portfolio Management			
	17E00313	Rural Marketing			
	17E00314	Performance Management			
	17E00315	Enterprise Resource Planning			
7.		Elective IV	4	-	4
	17E00316	Auditing and Taxation			
	17E00317	Advertising and Sales Promotion Management			
	17E00318	Knowledge Management			
	17E00319	Data warehousing and Mining			
8.	17E00320	Business Simulation Lab	-	3	2
9.	17E00321	MOOCS	-	-	
		Contact Periods/Week	28	3	
		Total		31	30

**(17E00301) BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Objective :** The objective of the course is to make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the corporate.

- 1. Business Ethics and Corporate Ethics** – Meaning, Importance, functions, Unethical Practises and ethical dilemma, Ethical theories and Approaches Modern Decision making - Ethical Models for Decision Making, Indian Ethos, Ethics for manager, ethics in business competition.
- 2. Ethical Aspects in Organisation I:-** Marketing ethics and consumer ethics- ethical issues in advertising, criticisms in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in performance appraisal.
- 3. Ethical Aspects in Organisation II:-** Ethics in Finance: Insider trading - ethical investment - combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber crime.
- 4. Corporate Governance:** Purpose – Theories and Philosophies of Corporate Governance
- 5. Corporate Governance Structures:** Directors, committees ,Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – social Development.

**TextBook :**

- Business Ethics and Corporate Governance –A.C. Fernando, Pearson Education.

**References:**

- “Perspectives in Business Ethics”, Laura P Hartman, Tata McGraw Hill.
- Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas
- Bob Tricker, Corporate Governance, Oxford.
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
- Business Ethics -Concepts and Cases, Weiss,Cengage.
- Business Ethics, Himalaya, C.S.V.Murthy.
- Ethical Management, Satish Modh, Mcmillan.

**(17E00302) GREEN BUSINESS MANAGEMENT**

**Objective :** The objective of the course is to impart students an understanding of green business, its advantages, issues and opportunities and to provide knowledge over the strategies for building eco-business .

**1. Introduction of Green Management:** The concept of Green Management; Evolution; nature, scope, importance and types; developing a theory; green management in India; Relevance in twenty first century

**2.Organizational Environment;** Indian corporate structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).

**3.Approaches from Ecological Economics;** Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories

**4.Environmental Reporting and ISO 14001;** Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management

**5.Green Techniques and Methods;** Green tax incentives and rebates (to green projects and companies); Green project management in action; Business redesign; Eco-commerce models

**Text Books:**

- Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida , ZEW Publications.
- The Green Energy Management Book by Leo A. Meyer, LAMA books

**References:**

- Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.
- Green Project Management by Richard Maltzman And David Shiden, CRC Press Books.
- Green and World by Andrew S. Winston, Yale Press B

**(17E00303) ENTREPRENEURSHIP DEVELOPMENT**

**Objective:** The objective of the course is to make students understand the nature of entrepreneurship, and transform energy to students to take unexplored career paths.

1. **Nature and Forms of Entrepreneurship:** Features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, Intrapreneurship - Role of Government in the promotion of Entrepreneur.
2. **Institutions Supporting Business Enterprises :** Central level institutions - NBMSME, KVIC, The coir board, NSIC, NSTEDB, NPC, EDI, NRDCI, National entrepreneurship Development Institutes. State level Institutions - State Directorate of Industries & Commerce, DIC, SFC, SIDC, SIADB. Other institutions : NABARD, HUDCO, TCO, SIDBI, Business incubators.
3. **Project Planning and Feasibility Studies:** The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & Report preparation.
4. **MSME'S & New Venture Creation:** Concepts of MSME's, Role & Importance of MSME'S, Growth & development of MSME's in India, Current schemes for MSME's, Business opportunities in India, Contents of business plans, presenting a business plan.
5. **Women and Rural Entrepreneurship and EDPs:** Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO's – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes

**Text Books :**

- The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.
- Entrepreneurship Development & Small Business Enterprises – Second Edition, Poornima M.Charantimath , Pearson

**References:**

- Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, .
- Fundamentals of Entrepreneurship, H. Nandan, PHI.
- Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH.
- Entrepreneurship – New venture Creation, Holt, PHI.
- Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson.
- Entrepreneurship, Roy, Oxford.

**(17E00304 ) COST AND MANAGEMENT ACCOUNTING**  
**(Elective I)**

**Objective:** To describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses. To provide an understanding of the use of cost information in support of different strategies

- 1. Nature and scope of accounting:** Cost analysis, concepts and classifications, Cost sheets, preparation of cost sheets, Tenders and Quotations.
- 2. Material Purchase control:** Levels, aspects, need and essentials of material control. Stores control-stores department, EOQ, Stores records, ABC analysis, VED analysis..
- 3. Labor cost:** Computation and control, Time keeping-Methods of wage payment-Time rate and piece rate system-Payroll procedures-Idle time and overtime-Labor turnover.
- 4. Management Accounting:** Meaning, scope , importance and limitations – Management Accounting Vs Cost Accounting-management Accounting Vs Financial Accounting.
- 5. Analysis and Interpretation Of Financial Statements:** Nature ,Objectives, tools-Methods-Comparative Statements, Common size statements and Trend analysis

**Text Book:**

- A Text book of Cost and Management Accounting – Arora M. N, 11/e, Vikas

**Reference Books:**

- Cost Accounting :Theory and Practice - Bhabatosh Banerjee, 12/e, PHI.
- Financial Statement Analysis and Reporting - Mohana Rao P, PHI, 2011.
- Cost Management :A strategic Approach - Vaidya S. C, Suveera Gill Macmillan 2010.
- Cost Accounting- Jawaharlal, & Seema Srivastava, 4/e, TMH.
- Accounting & Costing for Management – Sinha P. K, Excel BOOKS, 2010.
- A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House,

**(17E00305) PRODUCT AND BRAND MANAGEMENT**  
**(Elective I)**

**Objective:** The objective of the course is to provide students with detailed knowledge of Classification of Products, Product Mix, Product Line, Product Strategies, Product Positioning Strategies, Product Planning and Development for existing products, New Product Development, Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity,

- 1. Product Decisions :** - Product Concepts – Product Classification – Consumer Goods and Industrial Goods Classification – Product Line and Product Mix – Product Characteristics – Responsibility of Product Manager – Types of Product Strategies
- 2. Product Management :** Product differentiation – Product Strategies – Stages in the New Product Development – Product Positioning Strategies – Packaging Management
- 3. Branding Decisions :** Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization
- 4. Creating and Managing Brand Equity :** Advantages of Brand Equity – Brand Building Strategies – Brand Extension – New Brand Failures -
- 5. Branding in Different Sectors:** Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.

**Text book :**

- Marketing Management –Philip Kotler, Kevin Lane Keller ,15th Edition, Pearson.

**REFERENCES:**

- Product & Brand Management – Text & Cases, Prof.K.Venugopal Rao, Himalaya
- Product Management in India, Ramanuj Majumdar, PHI
- Product Management ,C.Nandan, , TMH.
- Compendium of Brand Management,Chunawalla. S.A, Himalaya
- Product & Brand Management,Mathur.U.C , Excel
- Brand Positioning, Subroto Sengupta, TMH.
- Marketing and Branding, S.Ramesh Kumar, Pearson.
- What's in a Brand? , John Philip Jones, TMH
- Brand Management – Text & Cases , Harsh V Verma , Excel
- Become the Brand of Choice, Jason Hartman, Jaico.

**(17E00306) HUMAN RESOURCE DEVELOPMENT**  
**(Elective I)**

**Objective:** The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system

**1.Introduction to Human Resource Development:** Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges

**2.HRD Need Assessment & Designing of HRD programs:** Strategic/ Organizational Analysis- Task Analysis- Person Analysis- prioritizing HRD needs, defining the objectives of HRD Intervention - Selecting the trainer - Selecting the Training methods - Preparing training material Scheduling an HRD program

**3.Implementation & Evaluation of HRD programs:** Training methods - Classroom training Approaches - Computer based Training, Purpose of HRD Evaluation- Kirkpatrick's evaluation frame work - Data collection for HRD Evaluation - Assessing the impact of HRD programs in Monetary Terms

**4.Career Management and Development:** Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development.

**5.HRD & Diversity:** Introduction - Organizational culture - Labor market changes and discrimination adapting to demographic changes

**Text books:**

- Jon M Werner ,Randy L DeSimone : Human Resource development (Thomson/Cengage)
- Raymond A Noe : Employee Trainee Development ( Tata McGraw Hill)

**References:**

- John P. Wilson Human Resource Development ( Kogan Page Business Books)
- Tripathi P.C : Human Resource Development ( Sultan Chand & Sons)
- Uday Kumar Halder : Human Resource Development (Oxford)

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**MBA III Semester**

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**(17E00307) MOBILE COMMERCE**  
**(Elective I)**

**Objective:** The objective of the course is to describe M-commerce system concepts ,to critically analyze examples and cases of M-commerce systems and to examine some of the applications in M-commerce

**Unit I:** Current Status and Future Trends in Mobile Commerce, Technology Issues in Mobile Commerce, Mobile Commerce Systems, Mobile Ecommerce on Mobile Phones, Technologically advanced handheld devices, like Smart phones, PDA?s, Laptops, Tablets and Portable gaming consoles etc.,

**Unit II:** Transactional Database Accesses for M-Commerce Clients, Techniques to facilitate Information Exchange in Mobile Commerce, Information System and Application Issues in Mobile Commerce, The emergence of Location based Mobile Commerce, The need for Mobile based Approaches

**Unit III:** Managing the Interactions Between Handheld Devices Mobile Applications and Users, Mobile Commerce and Usability, a Landscape Analysis,

**Unit IV:** Mobile marketing, mobile ticketing, mobile computing, mobile payments and mobile banking are discussed vis-a-vis latest technologies, like wireless and mobile communication technology, digital cellular technology, mobile access technology and 4G and 5G systems

**Unit V:** Configuring M-Commerce Portals for Business Success, Knowledge Management in a Mobile Computing Context, Multimedia Messaging Peer Mobile Financial Services, Mobile Banking – A Strategic Assessment, Service for Mobile Commerce Applications, Quality of Perception in M Commerce

**Text Book:**

- Advances in Mobile Commerce Technologies, EE-Peng Lim, Keng Siau, Idea Group of Publishing

**Reference Books:**

- Mobile Commerce Applications, Shi, Nansi, Idea Group of Publishing
- Mobile Commerce, Karabi Bandyopadhyay, PHI



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**(17E00308) FINANCIAL INSTITUTIONS AND SERVICES**

**(Elective II)**

**Objective:** The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

1. **Introduction:** The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI,
2. **The Banking and Non-banking Institutions:** The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.
3. **Financial and securities Markets:** Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market , Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets:- Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI
4. **Fund based services** - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.
5. **Fee-based services** - Stock broking, credit rating Merchant Banking ,portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.

**Text Books:**

- Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill.
- Financial services, Gorden & Natarajan, Himalaya publishers.

**References:**

- Financial Services and markets, Dr.Punithavathy Pandian, Vikas
- Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
- Indian Financial System, Ramachandra and others, HPH
- Investment Institutions and Markets, Jeff Madura, Cengage, 1<sup>st</sup> Edition.
- Financial services, Thirpati, PHI.
- Financial Markets & Services, Vasanth desai, Himalaya.
- Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers.
- Management of Financial Services ,C.Rama Gopal ,Vikas.

**(17E00309) CONSUMER BEHAVIOR**  
**(Elective II)**

**Objective :** The objective of the above course is to enable students to understand the perspectives of consumers and their buying behavior. The pre-requisite for the course is Marketing Management .

1. **Introduction to consumer behavior:** Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions-consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.
2. **Social and Cultural Environment :** Economic, Demographic, Cross Cultural and socio-cultural influences, Social Stratification, Reference Groups and family influences, personal influence.
3. **Communication and consumer behavior:** Process, designing persuasive communication and diffusion of Innovations. Models of Buyer behavior- Howard –Sheth Model, EKB Model, Webster and Wind Model.
4. **Consumer decision process :** High and Low Involvement, Pre-purchase processes, Purchase ,post purchase process, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.
5. **Consumerism:** The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues. Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission.

**Text Book:**

- Schiff man , L.G and Kanuk L.L : Consumer Behavior, 8/e ,Pearson,2009

**References :**

- Ramesh Kumar : Consumer Behaviour (pearson Education)
- LeonG.Scistman & Leslie Leaserkarmal :Consumer Behaviour, PHI
- Suja R.Nair : Consumer Behaviour in Indian Perspective, Himalaya
- Subash Mehta : Consumer Behaviour, Tata McGraw Hill
- Rajjev Kumra : Consumer Behaviour, Himal

**(17E00310 ) Labor Laws and Legislations**  
**(Elective II)**

**Objective :** In this era of Industrialization it is very significant to understand basics of management. This programme enables the candidate to capture the significant elements of laws to run an industry. It is a course which should be done by candidates who want to understand management fundamentals and basic elements of an Industry

**1. Legal frame work: evolution of labour laws in India** – labour legislations – meaning, importance and relevance to HRM

**2 . Legislations relating to employment and working conditions:** Industrial employment (standing orders) Act, 1946 – Factories Act 1948 - contract labour (Regulation and abolition) Act 1970

**3 . Laws relating to remuneration:** Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965

**4 . Laws relating to industrial Relations :** Industrial Disputes Act ,1947 - preventive and settlement machinery – trade unions Act, 1926 – workers participation in management

**5 . Laws relating to social security :** Work men’s compensation Act, 1923 – ESI Act, 1948- Employees provident fund and miscellaneous provisions Act, 1952 - Maternity benefits Act,- 1961 Payment of gratuity Act, 1972

**Text Books:**

- Industrial Relations and labour laws - Tripathi. P.C- Sultan chand and sons
- Mercantile law – N.D. Kapoor - Sultan chand and sons

**Reference books:**

- Industrial Relations and labour laws - Sri Vastva – vikas publishers
- Industrial Relations and laws in India – Agarwal LL
- Industrial Relations and labour laws - Sinha & sinha, Oxford IBH
- Legal aspects of business – Pillai.RSN& Bhagavathi (2011), Sultan chand and sons
- Industrial Law- P.L.Malik, eastern book company

**(17E00311) SUPPLY CHAIN MANAGEMENT**  
**(Elective II)**

**Objective:** The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality. The course will also strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management.

- 1. Role of Distribution in Value discovery:** Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Introduction - Supply Chain – Fundamentals – Evolution- Role in Economy -Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/Drivers of Supply Chain Performance.
- 2. Strategic Sourcing :** Outsourcing – Make Vs buy - Identifying core processes -Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.
- 3. Supply Chain Network** - Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design – Network Design decisions using Decision trees.
- 4. Planning Demand, Inventory And Supply** - Managing supply chain cycle inventory. Uncertainty in the supply chain – Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management
- 5. Current Trends** - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation.

**Text Books :**

- D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003, 1st Edition.
- G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.

**References:**

- Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH.
- Supply chain management concepts and cases, Rhaul V. Altekar, PHI.

- Principles of Supply Chain Management – A balanced approach, Wisner, Leong, Tan, Cengage.
- Exploring Supply Chain – theory and practice, Upendra Kachru, excel.
- Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico .

**(17E00312) INVESTMENT AND PORTFOLIO MANAGEMENT**  
**(Elective III)**

**Objective:** The objective of the course is to provide students an understanding of working of capital markets and management of portfolios of stocks. The pre-requisite for the course is Financial Accounting and Analysis and Financial Management.

\* **Standard discounting and statistical tables to be allowed in the examinations.**

1. **Investment:** Introduction to stock markets - objectives, Process of Investment, Investment and speculation.
2. **Fundamental Analysis & Technical Analysis:** Framework of Fundamental analysis- Economic analysis, Industry analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Dow Theory.
3. **Measurement of Risk and Return:** Revenue Return and Capital appreciation, holding period –Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance– Beta .
4. **Valuation of Securities:** Types of Securities - Approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation.
5. **Portfolio Management:** Process of Portfolio Management, Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models.

**Text Books:**

- Investment Management, V.K. Balla, S.Chand Company Ltd
- Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas

**References:**

- Investment Analysis and portfolio management, Chandra, Tata McGraw Hill .
- Security Analysis Portfolio Management, Ranganatham & Madhumathi, Pearson Education.
- Security Analysis and Portfolio Management, Sudhindra Bhat, excel.
- Security analysis and portfolio management, Avadani, Himalaya publishers.
- Investment analysis portfolio management, Frank Reilly & Brown, Cengage.
- Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai..
- Investment, Bodie, McGraw Hill Book Company.
- Investment Management, Hiriappa, New Age Publications

**(17E00313) Rural Marketing**  
**(Elective III)**

**Objective :** The objective of the course is to give an understanding about the structure of Rural markets in India & Government role in promoting Rural Marketing.

- 1. Introduction to Rural marketing:** Meaning, scope, definition, & importance, Rural versus Urban., mindsets, Growth of rural markets, Basic differences between rural, semi urban and urban markets. Classification of Rural Consumer based on economic status, profile of rural consumer, rural consumer behavior.
- 2. Rural Marketing strategies:** Product strategies, pricing strategies, distribution strategies, production strategies, Methods of sale, Hatha system, Private Negotiations, Quotations on samples, Dara Moghum sale Methods, Open Auction Method. Prevalence of Beoparis and Arahatis Rural Mandi's, APMC's etc.
- 3. Role of Government in the development of Agricultural Marketing :** Government intervention in Marketing system, Role of agencies like, Council of State Agricultural Marketing Boards, (COSAMB), State trading, Cooperative Marketing, Types of Cooperative marketing societies, Cooperative Processing, National Agricultural Cooperative marketing federation (NAFED), National Cooperative Development Corporation (NCDC), Public Distribution Systems (PDS), Food Corporation of India, Directors of Marketing and Inspection (DMI), National institute of Agricultural Marketing (NIAM), Self help Groups (SHG's)
- 4. Agricultural Credit and Crop Insurance:** Agricultural Credit Policy, Institutional Agreements for Agricultural Credit, Crop Insurance, Agricultural Insurance.
- 5. Role of IT in Rural Marketing:** Infrastructure, Importance & scope, Modern techniques for rural distribution, Case study of ITC's "e-choupal" Initiative

**References:**

- Rural Marketing : Environment, Problems and strategies –T.P. Gopaldaswamy, Vikas Publishing house.
- Rural Marketing in India – K.S.Habeb Rahman, Himalaya Publishers.
- Rural Marketing in India – R.V.Bedi, Himalaya Publishers
- Rural Marketing- Focus on agricultural inputs, Sukhpal singh, Vikas Publishing house.
- Integrated rural development – R.C.Arora, S.Chand & company

**(17E00314) PERFORMANCE MANAGEMENT**  
**(Elective III)**

**Objective :** The objective of the course is to provide an outline of performance management of individuals in the organization. The prerequisite for the course is knowledge of HRM.

1. **Introduction to Performance management :** Concept -Performance management vs. performance appraisal--Performance management vs. Human resource management- Purposes- Significance .
2. **Mentoring and Monitoring:** Concept of mentoring - Benefits of mentoring - Characteristics of mentor- Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance.
3. **Coaching and counseling :** Coaching for performance improvement -. Concept - Tips for effective coaching Counseling -Functions of counseling- Steps in counseling process
4. **Annual Stock taking:** Stock taking of performance -Uses –Appraisal system design : Process and approaches - Appraisal methods - MBO and Assessment centre -360 degree appraisal - Balanced score card. Stock taking of potential- Appraisal for reward - Appraisal for recognition
5. **Learning organisation :** Concept of learning organisation- Learning approaches- Learning sources - Importance of learning-. Characteristics of learning organisation- Reward and compensation Management -Concept and types of compensation- Objectives - Competitive compensation design - Fringe benefits- Objectives -Factors influencing fringe benefits - Types of fringe benefits

**Text books:**

- Performance Management, A.S.Kohli, T.Deb,Oxford.
- Prem Chadha, Performance Management, McMillan.

**References:**

- Performance Management, Bagchi, Cengage Learnings.
- Performance Appraisal and Management, Sharma, Davinder, HPH
- Performance Management, Herman,Aguinis, Pearson Education.
- Performance Management and Appraisal Systems, T.V.Rao, Response.
- Performance management, Kandula, PHI.
- 360 Degree Feedback and Assessment and Development Centres, T.V.Rao, Excel.
- Performance Management, Dinesh k.Srivatsava, Excel



**(17E00315) ENTERPRISE RESOURCE PLANNING**  
**(Elective III)**

**Objective :** The objective of the course is to provide the basic concepts of Enterprise Resource Planning, ERP Implementation and Maintenance.

1. **Introduction to ERP:** Overview of ERP,MRPI, MRPII and Evolution of ERP, Business Modeling, ERP related technologies, Business PROCESS Re-engineering (BPR) – BPR Process, Myths regarding BPR, ERP Architecture.
2. **Business Intelligence Systems-**Data Mining, Data Warehousing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP)
3. **ERP Modules :** Finance Controlling, Accounting System, Manufacturing and Production Systems. Sales and Distribution Systems, Human Resource Systems. Plant Maintenance System, Material Management System, Quality Management System,.
4. **ERP Implementation:** ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project teams, ERP operation and Maintenance
5. **ERP Products:** SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

**Text Books:**

- Enterprise Resource Planning, Singla, Cengage Learnings.
- Enterprise Resource Planning, Mahadeo Jaiswal & Ganesh Vanapalli, Macmillan

**References:**

- Enterprise Resource Planning, Alexis Leon, TMH.
- Enterprise Resource Systems,Motiwala,Pearson.
- ERP in practice, Jagan Nathan Vaman, Tata Mc.GrawHill.
- Enterprise Resource Planning and MIS,Venugopal Rao, Excel.
- ERP concepts & Practice,Vinod Kumar Kard arid NK Venkata Kristean, PHI.
- Concepts in ERP ,Monk,2/e Thomson.
- Managerial Issues of ERP, David L.Olson , TMH

**(17E00316) AUDITING AND TAXATION**  
**(Elective IV)**

**Objective :** To make the students familiar with the basic concepts of Income Tax and computation of income and audit aspects of business accounts.

1. **Introduction to Auditing :** Definition, objective of Audit, Advantages and limitation of audit, Types of Audit - Basic Principles of governing audit. Vouching - Meaning and significance.
2. **Company Audit :** Meaning and significance of Company Audit - Audit programme- Audit note book - working papers - Commencement of new audit.
3. **Verifications and valuation of Assets & liabilities:** Qualifications, disqualifications appointment and removal of company auditor. Duties and rights of a company auditor - Preparation of an audit report.
4. **Direct and Indirect Taxes :** Features and History of Income Tax in India – Definitions and Basic Concepts of Income Tax: Assessee- Assessment Year – Previous Year – Person – Residential Status : Meaning of Residential Status – Conditions applicable to an Individual Assessee –Problems on computation of Total Income of an Individual based on Residential Status.
5. **Introduction to GST Act :** Meaning and definition of GST -Objectives of GST- Regulatory framework of GST - Scope of GST- Key features and Benefits of GST- GST rates in India

**Text book:**

- A Hand book on Practical Auditing- B.N. Tondan, S Chand Publishers

**References:**

- Income Tax Law and Practice: V.P. Gaur & D.B Narang, Kalyani Publishers
- Income Tax: B.B. Lal, Pearson Education
- Taxation: R.G. Saha, Himalaya Publishing House Pvt. Ltd.
- Taxation Law and Practice: Balachandran & Thothadri, PHI Learning

**(17E00317) ADVERTISING AND SALES PROMOTION MANAGEMENT  
(Elective IV)**

**Objective :** The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as Sales and Promotion.

- 1. Advertising:** Meaning, Role of advertising, types of advertisement, industrial, institutional, retail, trade and professional, marketing mix, Advertising department and advertisement manager .
- 2. Organizing for Advertising:** Objectives and functions - Role and functions of advertisement agencies. Advertising agency and services, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.
- 3. Advertisement budgets and effectiveness:** Types, optimal expenditure, decision models, sales response and decay, competitive share, Pre-testing, post testing, experimental designs.
- 4. Sales Promotion:** Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.
- 5. Publicity and public relations:** Scope and importance. Methods of publicity, Power of Publicity , advantages and disadvantages of Publicity, Process of Public relations-Marketing public relations functions; Public relations officer- role and functions.

**Text Books :**

- Advertising & Promotion : George E.Belch, THM
- Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage

**References:**

- Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson.
- Integrated Advertising, Promotion and Marketing Communications, Kruti shah, Alon D'Souza, TMH.
- Advertising & Sales Promotion ,SHH Kazmi, Satish Batra, Excel.
- Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage.
- Advertising Management, Jethwaney, Jain, Oxford.
- Contemporary Advertising, Arens, TMH.
- Advertising, Sales and Promotion Management, S.A.Chunawalla, Himalaya.
- Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill

**(17E00318) KNOWLEDGE MANAGEMENT**  
**(Elective IV)**

**Objective :** The objective of the course is to provide the basics of the emerging area of Knowledge Management to students. This course through light on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

1. **Introduction to KM:** Definition, scope and significance of Knowledge Management, Principles of Knowledge Management, Techniques of Knowledge Management, Data-Information-knowledge-Wisdom relationship
2. **Essentials of Knowledge Management:** Basic types of Knowledge management, Organisational Knowledge Management - Organisational knowledge types- Knowledge Life cycle- Organisational knowledge sources- process, Knowledge Conversion
3. **Implementation of Knowledge Management:** Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Information Architecture: A three-way Balancing Act, KM,
4. **Knowledge Management and Information Technology:** Role Information Technology in Knowledge Management Systems, E-commerce and Knowledge Management, Bench marking and Knowledge Management
5. **Future of Knowledge Management and Industry perspective:** Knowledge Management in Manufacturing and service industry, future of Knowledge Management.

**Text books:**

- Knowledge Management, Sudhir Warier: Vikas Publishing House.
- Web Warehousing & Knowledge Management, Mattison: Tata McGraw-Hill.

**References:**

- Knowledge management: An Evolutionary view, Becerra Fernandez: PHI.
- Knowledge Management, Fernando: Pearson.
- Knowledge Management, B.Rathan Reddy: Himalaya.
- Knowledge Management, Tapan K Panda: Excel.
- Knowledge Management systems, Barnes: Cengage.
- The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.
- Knowledge Management, Sislop: Oxford University Press,.
- Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind
- Knowledge management, A Thothathri Raman, Excel books

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**(17E00319) DATA WAREHOUSING AND MINING**  
**(Elective IV)**

**Objective:** The objective of the course is to give an understanding Data Warehousing and Data Mining concepts.

- 1. Managing Data:** Individual Data Management, Organisational Data Warehousing and Data Management, Components of Organisational Memory, Evaluation of Database Technology.
- 2. Database Systems in the Organisation :** Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations.
- 3. 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. Meta Data: Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use.
- 4. Analyzing the Contexts of the Data warehouse:** Active Analysis, User Queries – OLAP Constructing a Data warehouse System: Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage.
- 5. Getting Data into the Data warehouse** – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.

**Text Books :**

- Data Mining – Concepts and Techniques - Jiawei Han & Micheline Kamber, Morgan Kaufmann Publishers, 2nd Edition, 2006.
- Data Mining Introductory and advanced topics –Margaret H Dunham, Pearson education

**References:**

- Decision Support Systems and Data warehouse Systems, Efram G. Mallach: TMH.
- Data Mining Techniques and Tasks, T.H.M.Sivanandam, Thomson.
- Data Management, Data Bases and Organizations, Richard T Watson : Wiley.
- Modern Data Warehousing, Mining and Visualization Core Concepts, Marakas, Pearson
- Data warehousing, Data Mining OLAP, Berson Smith, TMH

**(17E00320) BUSINESS SIMULATION LAB**

**Objective :** The course aims is to practice statistical tools in computer with MS-Excel and SPSS

**.Learning Outcome:** The learning outcome is that the students should be able to: Analyse the data to draw inference for decision making. Understand application of statistical measures of central tendency. Understand application of ANOVA. Analyse trends. Test hypotheses.

**1. EXCEL Lessons:-** Customizing the Quick Access Toolbar.- Creating and Using Templates.- Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.- Formatting Data and Using the Right Mouse Click.- Saving, Page Setup, and Printing.- Using Headers and Footers.- Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.- Data from External Sources.- Using and Formatting Tables.- Basic Formulas and Use of Functions.- Data Analysis Using Charts and Graphs.-Managing, Inserting, and Copying Worksheets.- Securing the Excel Document (Protect Cells and Workbook).

**2. Advanced excel lessons-** Advanced Formulas and Functions.- Advanced Worksheet Features.- Advanced Data Analysis using PivotTables and Pivot Charts.

**3. Overview of SPSS,** Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package

**4. Simulation of frequency distributions:-** Binomial, poisson, exponential, weibull and Normal Distributions

**5. Statistical tools for execution using excel:-** 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.

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

**Text Book**

- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press.

**References**

- David Whigham “Business Data Analysis Using Excel” Oxford University Press.
- Winstion “Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited.
- Bajpai “Business Statistics” Pearson.
- D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel Books.

- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS
- Bruce Bowerman, Business Statistics in Practice, TMH.
- Shelly, MS Office, 2007, Cengage.

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**(17E00321) MOOCS**