



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA**

**MBA II SEMESTER SYLLABUS (R16 REGULATIONS)**

## **FINANCIAL MANAGEMENT**

### **UNIT 1**

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

### **UNIT 2**

**Financing Decision:** Sources of finance - financial instruments - Concept and financial effects of leverage – Preparation Capital Structure decision - EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital. Measurement of Cost of Capital – Component Costs and weighted Average Cost.

### **UNIT 3**

**Investment and Dividend Decision:** Investment decision process- Concept and Techniques of Time Value of money - Developing Cash Flow Data - Evaluation Techniques-Traditional and DCF methods - NPV vs. IRR - Approaches for reconciliation - Capital budgeting decision under conditions of uncertainty - Measurement of Risk – Probability tree approach – Sensitivity analysis - Dividend Decision: Major forms of dividends - The theoretical backdrop - Major theories of Dividends - Dividend policies of Indian Corporate.

### **UNIT-4**

**Working Capital Management:** Concepts and characteristics of working capital. Factors determining the working capital - Estimating working capital requirements - Working capital policy - Management of current assets like Cash, Receivables and Inventory.

### **UNIT-5**

**Mergers and acquisitions:** Merger vs. acquisition, types of mergers - mergers and acquisition trends in India. Tender offer and hostile takeover - Leveraged buy-outs - Financial management in Government companies - Scope of finance function in PSUs - Social responsibility of PSUs - Performance and zero base budgeting in PSUs.

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

**References:**

1. P.Vijaya Kumar, P.S. Ravindra, Kiran Kumar, "Financial Management", Himalaya Publishing House PVT Ltd, 2014.
2. Rajiv Srivastava, Anil Misra: "**Financial Management**", Oxford University Press, New Delhi,2012
3. Brigham,E.F: "**Financial Management Theory and Practice**", Cengae Learning, New Delhi, 2013
4. Prasanna Chandra: "**Financial Management Theory and Practice**", Tata McGrawHill 2011.
5. I.M. Pandey: "**Financial Management**", Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4<sup>th</sup> edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
8. Pradip Kumar Sinha: "**Financial Management**", Excel Books, New Delhi, 2009.
9. Vyuptakesh Sharan: "**Fundamentals Financial Management**", Pearson, New Delhi, 2012.

## HUMAN RESOURCE MANAGEMENT

### UNIT 1

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

### UNIT 2

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

### UNIT 3

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

### UNIT 4

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

### UNIT 5

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

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

### References

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

## MARKETING MANAGEMENT

### UNIT 1

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

### UNIT 2

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

### UNIT 3

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

### UNIT 4

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

### UNIT 5

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

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

### References

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

## PRODUCTION & OPERATIONS MANAGEMENT

### UNIT 1

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

### UNIT 2

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

### UNIT 3

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

### UNIT 4

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

### UNIT 5

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

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

### References

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

4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. Alan Muhlemann, John Oakland, Jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi, 2013

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## **BUSINESS RESEARCH METHODS**

### **UNIT 1**

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

### **UNIT 2**

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

### **UNIT 3**

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

### **UNIT 4**

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

### **UNIT 5**

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

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

### **References**

1. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.

4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata McGraw Hill, New Delhi.
6. M.V.Kulkarni: “**Research Methodology**”, Everest Publishing House, New Delhi, 2010.
7. Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011
8. Ranjit Kumar: “**Research Methodology**”, Pearson,New Delhi,2012
9. Deepak Chawla , Neena Sondhi: “**Research Methodology, Concepts and Cases**” Vikas Publishing House, New Delhi, 2011.
10. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2011.

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## ORGANIZATIONAL BEHAVIOR

1. Introduction - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.
2. Perceptual Management: nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - types – changes and behavior modification techniques.
3. Personality Development: Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - theories, Creativity and Creative Thinking. Leadership – nature – skills.
4. Decision Making Process: Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.
5. Inter-Personal Communication: Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.
6. Organizations: Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles Underlying the Design of Organizations, Organizational Culture, Power and Authority.
7. Organizational Development: Goals, processes, change – resistance to change – Nature of OD - interventions, OD techniques and OD applications.
8. Case Study: Compulsory. Relevant cases have to be discussed in each unit.

### References

1. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.
3. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.
5. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
6. Sharma VS, Veluri: “**Organizational Behavior**”, JAICO Publishing House, New Delhi, 2009.

7. Slocum, n Helireigel: “***Fundamentals of Organizational Behavior***”, Cengage Learning India, New Delhi, 2009.
8. Jennifer M.George and Gareth R. Jones: “***Understanding and Managing Organizational Behavior***”, Pearson Education, New Delhi, 2009.
9. Schermerhorn, Hunt and Osborn: “***Organizational Behavior***”, Wiley India Limited, New Delhi, 2007.
10. Gregory Moor head, Ricky W.Grif fin: “***Organizational Behavior***”, Biztantra, New Delhi, 2009.

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