

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD****MASTER OF BUSINESS ADMINISTRATION (MBA) R15****COURSE STRUCTURE AND SYLLABUS****I Year - II Semester**

<b>Category</b>	<b>Course Title</b>	<b>Int. marks</b>	<b>Ext. marks</b>	<b>L</b>	<b>P</b>	<b>C</b>
Core Course I	HUMAN RESOURCE MANAGEMENT	25	75	3	-	3
Core Course II	MARKETING MANAGEMENT	25	75	3	-	3
Core Course III	FINANCIAL MANAGEMENT	25	75	3	-	3
Core Course IV	QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	25	75	3	-	3
Core Course V	MIS & ERP	25	75	3	-	3
Open Elective I	<ul style="list-style-type: none"> <li>• FOREIGN TRADE</li> <li>• BANKING,INSURANCE &amp; RISK MANAGEMENT</li> <li>• LOGISTICS &amp; SUPPLY CHAIN MANAGEMENT</li> <li>• MSME MANAGEMENT</li> </ul>	25	75	3	-	3
Laboratory	ANNUAL REPORT ANALYSIS - LAB	50	-	-	2	2
Seminar	SUMMER INTERNSHIP - SEMINAR	50	-	-	2	2
<b>Total Credits</b>				<b>18</b>	<b>4</b>	<b>22</b>

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

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**HUMAN RESOURCE MANAGEMENT**

**Course Aim:** To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

**Learning Outcome:** Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

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

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

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

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

**Case:** 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:** Reinventing the wheel at apex door Company (Gary Dessler page no 309)

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

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

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

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

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

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

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

**Case:** Just Another Job (Robert L Mathis P. No. 647)

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

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

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

**Case:** HR Contributes at CSSCO (Robert L Mathis P. No. 36)

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

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

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

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

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

**REFERENCES:**

- **Gary Dessler, “Human Resource Management”, 12<sup>th</sup> Edition, Pearson- 2012.**
- Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective ”, Cengage Learning 2012.
- C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
- K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
- Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
- R.Wayne Mondy, “Human Resource Management” Pearson, 2009.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**MARKETING MANAGEMENT**

**Course Aim:** Aim is to understand the basic marketing concepts through case studies.

**Learning outcome:**

- a. By reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management.
- b. They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

**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 : Bata (Rajendra.P Maheshwari page no: 03)

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

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

Case : Santoor –(Iamb Hair– page no : 238).

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

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

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

Case : (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 effecting the promotion mix

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

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

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

Case : TESCO (Adrian palmer page no : 388 )

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

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

Case : Eureka (Arun – Page no: 711).

Case : 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.

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Case : Coca Cola(lamb, Hair – page no: 112).  
Case : I phone ( lamb, Hair – page no: 534).  
Case : Akash Tablet (lamb, Hair – page no: 557).  
Case : Compact car (Arun Kumar page no :369)  
Case : Chick (lamb,Hair Page no:650)  
Case : Nokia (Neelamegham page no– 645).  
Case : Shakti (Rajendra .P Maheswari – Page no:408).  
Case : Airtel (Arun – page no: 901)  
Case : Beer Marketing (Adrian palmer page no:529)

**REFERENCES:**

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 15/e, Pearson Education, 2012.
- Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, REFERENCES FOR CASES:
- Ramaswamy Namakumari, “Marketing Management”, TMH 5<sup>th</sup> Edition 2015.
- Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2015.
- Rajan Saxena: Marketing Management, 4/e, TMH, 2015
- Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.

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**MBA II-Sem**

**FINANCIAL MANAGEMENT**

**The students need Discounting Table and Annuity tables for the examination**

**Course Aim:** To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

**Learning Outcome:** Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

**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. Cases.

**REFERENCES:**

- **IM Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas , 2015.**
- M.Y Khan, P K Jain: "Financial Management-Text and Problems", 6<sup>th</sup> Edition, TMH, 2012.
- P.C.Tulsian,C.A. Bharat Tulsian , "Financial Management" S.Chand Publications,2012
- Prasanna Chandra, "Financial Management Theory and Practice", 8<sup>th</sup> Edition. TMH ,2012
- Shashi K.Gupta, R.K.Sharma , "Financial Management" Kalyani Publishers ,2012
- James C Van Horne, Sanjay Dhamija, "Financial Management and Policy" Pearson Education, 2012 .

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**Course Aim:** The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Learning Outcome:** The Course covers origin and application of OR, Linear Programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

**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.

**REFERENCES:**

- R. Pannerselvam : Operations Research, PHI, 3<sup>rd</sup> revised edition,2012
- Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2015.
- K.L Schgel "Quantitative Techniques and Statistics", 2012.
- Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.
- C.R. Kothari, Quantitative Techniques, 3<sup>rd</sup> revised edition, Vikas, 2012.
- N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.

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**MBA II-Sem**

**MANAGEMENT INFORMATION SYSTEM & ERP**

**Aim:** The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

**Learning Outcome :** After going through the cases in the text and other references, by the end of this course the students will understand the MIS concepts its applications,

**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 :MIS at Narayana Labs Ltd.

Case : Siba International and Functional Information System.

Case : Sigma Industries Limited (SIL)

**Unit-II:**

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

Case : 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: Planning of IS at Anoop & Company.

Case : Apollo Hospitals.

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

Case : 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: System requirement specification: An illustrate case.

Case: MIS at XYZ Bank.

Case: 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 BOOK**

- D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition, 2010.
- Laudon & Laudon, Management Information Systems, Pearson, 2015
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- A K Gupta, Sharma “Management of Systems” Macmillan, 2012.
- Kelkar, Management Information Systems, PHI, 2012

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**FOREIGN TRADE  
(Open Elective-I)**

What have been the policies that influenced India's Foreign Trade? What has been our performance in the world trade post independence era? Is India truly globalised? What has gone wrong and what can be done? Such questions are studied under this particular subject.

**Unit-I:**

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 Organisation: 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.

**References**

- Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
- Bhagvati J (ed), International Trade , Penguin Books , 2007.
- India's Trade statistics, published by CMIE and DGCIS.
- RBI Annual Reports,
- Annual Reports of Ministry of Commerce.
- CA. Virendra K.Pamecha-A Guide to International Trade and Export Management-JAIN BOOK AGENCY,2014-15

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

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

**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.

**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.

**Suggested Readings:**

- Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons, New Delhi.
- Mark S. Dorfman: Risk Management and Insurance, Pearson, 2009.
- Reddy K S and Rao R N: Banking and Insurance, Paramount publishers, 2013
- Scott E. Harringam Gregory R. Nichanus: Risk Management & Insurance, TMH, 2009.
- Geroge E. Rejda: Principles of risk Management & Insurance, 9/e, pearson Education. 2009.
- G. Koteswar: Risk Management Insurance and Derivatives, Himalaya, 2008.

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**MBA II-Sem**

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT  
(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 2: 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 3: 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 4: Keeping the Good Times rolling at crown premiums  
Case 5: 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 6: Managing the supply chain for globally integrated products – An Exel case study

**REFERENCES**

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.
3. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
4. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
5. Deepak P, Miiind M.Oka: “Supply Chain Management” Everest Publishing House, NewDelhi, 6. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, NewDelhi, 2012.

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**MBA II-Sem**

**MICRO SMALL MEDIUM ENTERPRISES MANAGEMENT  
(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 IFC, IDBI, ICICI, LIC, SFC, SIPCOT and Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau – Approaching Institutions for assistance.

**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.

**Reference Books:**

- Small Business Entrepreneurship: Paul Burns & Jim Dew hunt, palgrave macmillan publishers.2010 edition.
- Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives) Abha Jaiswal, 2010, Jain book agency.
- "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
- 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
- Micro Small and Medium Enterprises in India Hardcover – 2013 by Suman Kalyan Chaudhury (Author) **Publisher:** Raj Publications (2013)
- "Small and medium enterprises in transitional economies", challenges and opportunities, by Aneet Monika Agarwal, Published by DEEP and DEEP pvt Ltd.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**

**MBA II-Sem**

**ANNUAL REPORT ANALYSIS – LAB**

**Approach: CMIE Prowess Database/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:

- Analyse balance sheet of an organization.
- Analyse profit and loss of an organization.
- Analyse investment portfolio of the organization.
- Analyse profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

**EXCERCISES**

1. Analysis of profitability ratios.
2. Analysis of structural ratios.
3. Analysis of asset turnover ratios.
4. Analysis of liquidity ratios.
5. Analyse Growth, Stability and Stock Performance.

**REFERENCE:**

- Sinha Gokul-Financial Statement Analysis-PHI 2014
- Erich A. Helfert -Financial Analysis Tools and Techniques: A Guide for Managers-TMH ,2014
- Robert M. Grant- Contemporary Strategy Analysis: Text and Cases-Wiley,2014
- John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
- Sarngadharan M. and Kumar S. Rajitha -Financial Analysis for Management Decisions-PHI
- Gupta -Corporate Financial Analysis In A Global Environment , South-Western Pub

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